



CONNECTING CITIES

AEROFLOT GROUP ESG REPORT 2021

ABOUT THE REPORT

Reporting Boundaries

This ESG Report (the "Report") is the first separate non-financial report of Aeroflot Group. Previously, Aeroflot Group disclosed its non-financial performance data in its Integrated Annual Report. Unless otherwise stated, this Report includes yearend figures for three reporting periods from 2019 through 2021. Unless otherwise stated, the scope of disclosure includes Aeroflot Group companies listed in Appendix 1.

For more details, see Appendix 1

This Report also discloses information on the Group's goals and priority areas in terms of sustainability and ESG. All forward-looking statements and other statements that may be treated as forward-looking ones are based on the information available to Aeroflot Group as of the date of this Report and may be adjusted due to various external and internal factors in the future.

Scope of the Report

This Report has been prepared in accordance with the core option of the Global Reporting Initiative Sustainability Reporting Standards (the "GRI Standards"). For the GRI Standards content index, see Appendix 2.

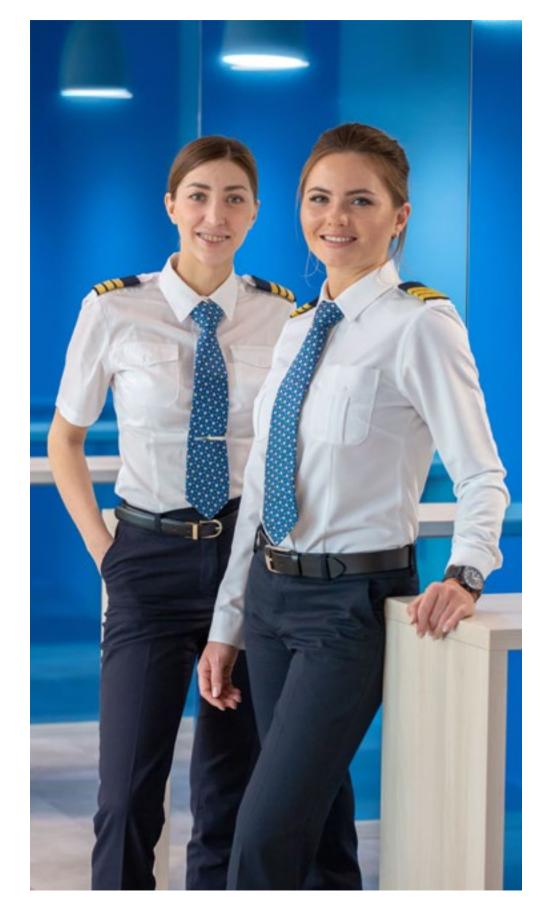
This Report also discloses Aeroflot Group's contribution to achieving the UN Sustainable Development Goals (the "SDGs"). For the links between the GRI Standards and the SDGs, see Appendix 2.

For more details, see Appendix 2

This Report complies with the fundamental GRI reporting principles, including balance, comparability, accuracy, timeliness, clarity, and reliability.

To avoid double reporting, this Report refers in some cases to Annual Report 2021 of PJSC Aeroflot and other publicly available documents.

The Aeroflot Group's ESG Report was approved by the PJSC Aeroflot's Board of Directors on 14 June 2022 (Minutes No. 20).



CONTENTS

About the Report Letter from the Management Board

SECTION 1. ABOUT THE COMPANY

About Aeroflot Group Aeroflot Group's Key Highlights in Sustainable Development Major Sustainability-Related Developments Aeroflot's Century-Long History of Sustainable Development Aeroflot Group Structure and Value Proposition Business Model Route Network Aircraft Fleet

SECTION 2. APPROACH TO SUSTAINABILITY

Sustainability Management Risk Management Quality Management System Anti-Corruption Policy Sustainability Priorities Stakeholder Engagement Customer Complaints Customer Satisfaction Analysis Aeroflot Bonus Frequent Flyer Programme

SECTION 3. OUR RESPONSE TO COVID-19

Maintaining Operational and Financial Stability of the Company Employees Support Passenger Protection Community Support

SECTION 4. ECONOMIC DEVELOPMENT OF RUSSIA AND ITS REGIONS

Air Connectivity Low-Cost Air Travel Flight Programme for Remote Regions Russian-Made Fleet Utilisation Aeroflot Group's Contribution to Creating Jobs in the Economy

SECTION 5. SOCIAL INITIATIVES

Charity and Volunteering Sponsorship Educational Activities Special Offers and Services for Passengers Support in Emergencies

	SECTION 6. AEROFLOT TEAM	118
5	Personnel	122
6	Creating an Inclusive Workplace	129
8	Attracting and Retaining Workforce	131
12	Promoting Corporate Sports	136
16	Incentive System and Social Programmes	140
20	Personnel Training and Development	148
24	Ensuring Flight Safety	151
28	SECTION 7. REDUCING ENVIRONMENTAL IMPACT	156
30	Fuel Efficiency and Greenhouse Gases	160
34	Noise Pollution	170
38	Emissions of Air Pollutants	170
40	Reducing Industrial and Commercial Waste	171
40	Sustainable Use of Resources	173
55	SECTION 8. SAFETY MANAGEMENT	176
56	Aviation and Transportation Security	178
60	Flight Safety	179
61	Information Security and Cybersecurity	184
65		100
65	APPENDICES	188
66	Appendix 1. List of Aeroflot Group Companies Covered	10.0
68	by the Information Disclosure Section of this Report	190
71	Appendix 2. Report Compliance with the GRI Standards	191
72	and the UN Sustainable Development Goals Appendix 3. Task Force on Climate-Related	191
73	Financial Disclosures	199
78	Appendix 4. Documents on Sustainable Development	199
, 0	and Corporate Governance	200
	Appendix 5. Terms and Abbreviations	200
80	Contact Information	204
83	condet mornation	201
84		
88		
90		
94		
96		
98		
102		
105		

- 112
- 116

MATERIALITY ASSESSMENT

Aeroflot Group has undertaken a materiality assessment to identify topics to be disclosed in this Report. Material topics are those that reflect the significant economic, environmental and social impacts of Aeroflot Group or may strongly influence stakeholder assessments and decisions.

To identify material topics, Aeroflot Group conducted

- > review of the nonfinancial reports of its peers
- > review of the > survey of Company's internal stakeholders regulations
- > interviews with Company employees
- > expert evaluation of whether the identified topics are complete and balanced

Based on the materiality assessment results, a materiality matrix was drawn up in accordance with the GRI Standards

Economic impact Transparent corporate governance 01 02 Economic performance and financial stability Indirect economic impacts 03 04 Transparent procurement practices 05 Anti-corruption 06 Regulatory compliance (including environmental and social compliance) 07 Customer focus, affordability and accessibility of services Customer satisfaction 09 Full and timely payment of taxes

- **Environmental impact**
- 10 Reduction of energy consumption 11 Reduction of greenhouse gas (GHG) emissions
- Reduction of emissions of pollutants and 12 ozone-depleting substances
- Reduction of water consumption 13
- 14 Reduction of paper consumption
- 15 Waste management

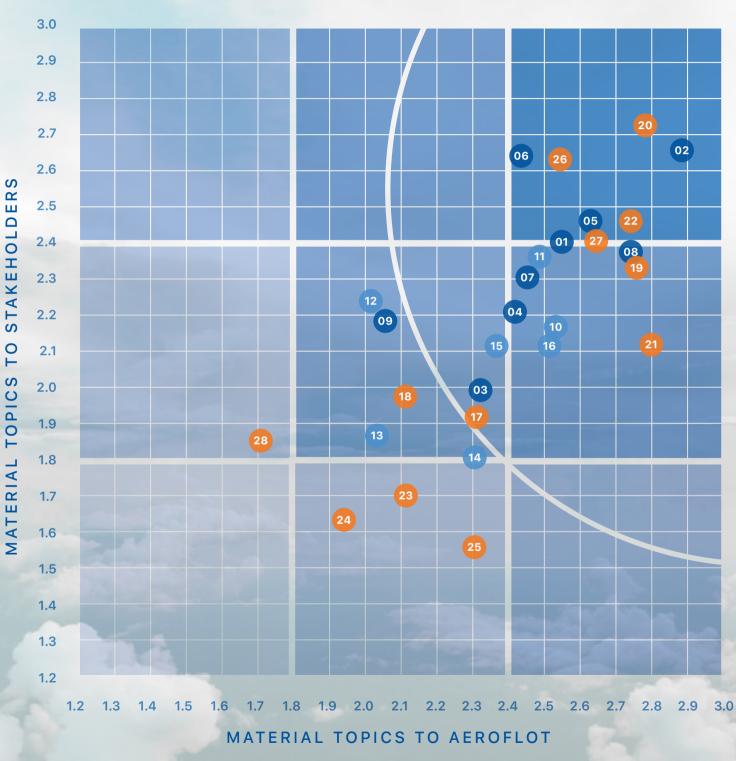
16

Reduction of noise pollution

17

Social impact

- Monetary and non-monetary incentive system for employees
- 18 Diversity and equal opportunities
- Occupational Health and Safety 19
- 20 Ensuring flight safety
- 21 Personnel training and development
- 22 Responsible business practices (respect for human rights in the workplace, nondiscrimination, no child or forced labour)
- 23 Charity and sponsorship
- 24 Volunteering
- 25 Youth outreach (internships, cooperation with universities)
- Customer privacy 26
- 27 Innovations and technologies
- 28 Flat fares



3

H

2

MATERIALITY MATRIX, AEROFLOT GROUP

Letter from the Manag

A LOBUS N32

VP-BAY

5

LETTER FROM THE MANAGEMENT BOARD

DEAR COLLEAGUES, CLIENTS, SHAREHOLDERS, AND PARTNERS!

Throughout its nearly 100-year history, Aeroflot Group has been actively involved in the development of the country's economy, enhancing air connectivity across Russian regions, and improving population mobility, promoting its operational performance, and prioritising the well-being of its employees. Fully sharing the values and priorities of sustainable development, the Company releases its first ESG report reflecting our environmental, social, and governance achievements.

Aeroflot is committed to the UN Sustainable Development Goals and supports and promotes the initiatives of the Russian and international organisations, including the International Air Transport Association (IATA) and the SkyTeam Alliance.

Aeroflot operates fuel-efficient aircraft fleet with reduced greenhouse gas emissions and reduced noise output. By renewing its aircraft fleet and implementing the efficiency measures, the Group has been able to reduce its specific CO₂ emissions by 34.0% over the decade (2009–2019).

As the leader of the Russian air transportation market, Aeroflot Group ensures air connectivity across the country and improved air mobility of the population. Community programmes, such as flat fare programmes, ensure air travel affordability for socially disadvantaged groups and contribute to the development of remote regions. In its turn, the development of the network of domestic and international routes, including the routes bypassing Moscow, helps residents of the Russian regions quickly and comfortably get to leisure destinations in southern Russia, to educational and healthcare institutions, to their family and friends.

As a launch and largest customer for and the largest consumer of mainline domestic passenger aircraft, Aeroflot Group contributes greatly to the promotion of the Russian aircraft industry and innovative technologies. Such partnership helps develop new promising models of aircraft and contribute to creating sustainable employment opportunities in high-tech industries. The COVID-19 pandemic was an endurance test for the entire country and the entire airline industry, for all airlines globally. However, despite significant financial losses, Aeroflot Group remained faithful to its general principles.

Passenger safety is our absolute priority. Responding to new challenges, the Group has developed and strictly adhered to the SkyCare & Protect pledge, the alliancewide standard for safety and hygiene practices, to protect the passengers and airline staff. We fully supported the mass vaccination programme by taking special measures with a focus on both aviation workers and air passengers. In February 2022, Aeroflot was certified with the highest 5-Star Skytrax COVID-19 Airline Safety Rating for the safety measures and improved hygiene processes introduced by Aeroflot to help reduce the spread of COVID-19.

Aeroflot made a significant contribution to the global fight against the pandemic by transporting medicines and vaccines, medical equipment, and personal protective equipment. Given the importance and scale of this task, the Company converted several of its aircraft to carry cargo in the passenger cabin. Over the last year, Aeroflot Airlines and Rossiya Airlines transported a total of 822.5 tonnes (or 30.7 million doses) of the Sputnik V vaccine. The main destinations were ten Russian cities: Khabarovsk, Murmansk, Vladivostok, Orenburg, Tyumen, Surgut, Barnaul, Magadan, Novokuznetsk, and Petropavlovsk-Kamchatsky.

In 2021, the Russian air transport market was recovering at a faster pace and became the global champion in terms of the recovery rate. In 2022, despite the challenges and difficulties, the Company will continue to pay due attention to the sustainability agenda, focusing on operational continuity and transport accessibility across Russia and its regions.

ABOUT THE COMPANY

About Aeroflot Group		
Aeroflot Group's Key Highlights in Sustainable Dev	velopment	
Major Sustainability-Related Developments		
Aeroflot's Century-Long History of Sustainable De	velopment	
Aeroflot Group Structure and Value Proposition		
Business Model		
Route Network		
Aircraft Fleet		





NORTHERN LIGHTS, MURMANSK REGION, RUSSIA

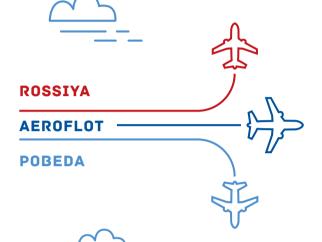
ABOUT AEROFLOT GROUP

AMONG THE LARGEST EUROPEAN AND GLOBAL COMPANIES



MULTI-BRAND OFFER COVERING KEY MARKET SEGMENTS

Providing a high-quality product in each segment, taking into account the value proposition of each airline



FOCUS ON ENHANCING AIR CONNECTIVITY

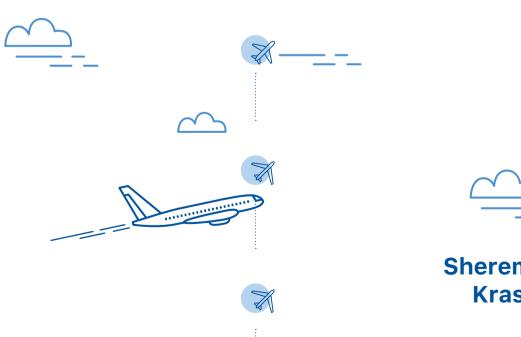
Large-scale and attractive loyalty programme

10 MILLION

members of the Aeroflot Bonus programme Active development of the low-cost segment to ensure affordable air travel

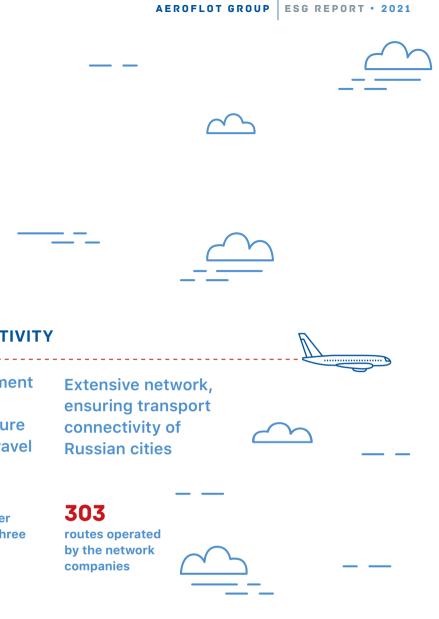
18.4%

increase in passenger traffic, CAGR¹ over three years



Sheremetyevo AIRPORT HUB, Krasnoyarsk AIRPORT HUB AND REGIONAL BASES \sim

¹ Compound Annual Growth Rate.





TOP-20 GLOBAL AIRLINE GROUP

Leader of the large Russian market with a wide domestic flights segment demonstrating record-high traffic recovery rates¹



AEROFLOT AIRLINES ACKNOWLEDGE BY PRESTIGIOUS AWARDS



15.3%

increase in domestic traffic 2021 vs 2019

10TH PLACE

among the world's top airline groups in 2021

7.2 YEARS

average age of aircraft fleet² modern and efficient aircraft fleet



Safety in every process and division is our top and absolute priority

• FLIGHT SAFETY

AEROFLOT GROUP'S

- AVIATION SECURITY
- PASSENGER DATA PROTECTION
- INFORMATION SECURITY
- SAFE WORKING CONDITIONS



Promote operational eco-efficiency



Ensure transport connectivity and contribute to the economic development of Russia and its regions



Create jobs with decent salaries and safe working environment



Supporte and promote sports and culture



Improve client service and increase client loyalty



Ensure open and transparent communication with all stakeholders

¹ According to IATA data on the passenger traffic and RPK dynamics in the largest domestic air travel markets. ² The average age of Aeroflot aircraft fleet is 6.2 years, one of the youngest fleets among major global carriers operating over 100 aircraft.

11

10

SUSTAINABILITY PRIORITIES

Aeroflot Group Sustainability Ratings in 2021³

BB MSCI CCC to AAA scale

С CDP F to A scale

2.9 **FTSE Russel** 0 to 5 scale

Included in the index

FTSE4Good

29.0 **SUSTAINALYTICS** >40 to 0 scale



MSCI









Group B

Russian Union of Industrialists and Entrepreneurs

according to the 2021 Responsibility and Transparency Index

5.1

GLOBAL CHILD FORUM

0 to 10 scale⁴



³ As of 31 December 2021.

⁴ According to the score in The State of Children's Rights and Business 2021.



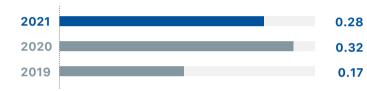
Aeroflot Group's Key Highlights in Sustainable Development¹

SAFETY IS OUR KEY AND ABSOLUTE PRIORITY

Flight safety level², %



SAFA ratio³



84.9%

of our personnel got

vaccinated against

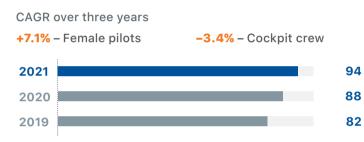
COVID-19⁴

PEOPLE ARE THE FOUNDATION OF OUR SUCCESS

Headcount, thousand people



Number of female pilots



Personnel structure, %



FUEL EFFICIENCY **AND GREENHOUSE GASES**

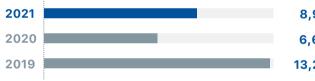
Specific fuel consumption⁵, g/RPK



Specific CO₂ emissions from flights, g/RPK



Direct CO₂ emissions from flights⁶, thousand tonnes



- ¹ Hereinafter in this Report, unless specified otherwise, the reporting data for Aeroflot Group include data for PJSC Aeroflot, JSC Rossiya Airlines, LLC Pobeda Airlines, JSC Aeromar, JSC Aeromar-DV, JSC Sherotel, Aeroflot Aviation School and LLC A-Technics.
- ² Flight safety level (FSS) is an integrated indicator calculated as the number of aviation incidents (taking account of their overall flight safety impact) to fleet flight hours.
- ³ Safety Assessment of Foreign Aircraft.
- ⁴ The reporting data for PJSC Aeroflot as of 31 December 2021 (number of vaccinated employees / average staff number).
- ⁵ Specific fuel consumption is determined net of APU fuel consumption on the ground.
- ⁶ CO₂ emissions from flights are determined using PJSC Aeroflot's estimation technique and include data for PJSC Aeroflot, JSC Rossiya Airlines and LLC Pobeda Airlines.
- ⁷ For 2009 to 2019, given the reduced representativeness of specific emissions in 2020 to 2021 due to the decline in the number of flights, changes in the route network and structure, including the expansion of the Cargo/Passenger programme due to the pandemic.

12

13

28.0 31.3 27.1

89.7 99.4 86.2

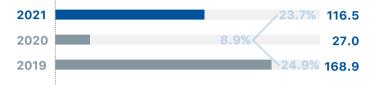
8,976.3 6,655.6 13,262.3

AEROFLOT GROUP ESG REPORT • 2021

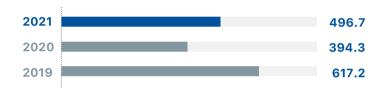
-34%

Reduction in specific CO, emissions from flights over 10 years⁷

EBITDA¹, **RUB** billion, **EBITDA** margin, %



OPEX¹, RUB billion



Procurement from SMEs², RUB billion

2021		37.3
2020		21.1
2019		39.8



Extensive route network and direct flights to Moscow contribute to the transport accessibility of the Russian regions, as well as links with international destinations via the international hub in Moscow Sheremetyevo airport and the new hub in Krasnoyarsk.

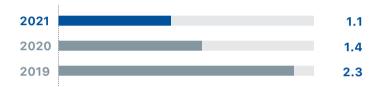
¹ Data for 2019 and 2020 include Aurora Airlines financial results. ² Total procurement is calculated as the total value of contracts with SMEs (Small and Medium-Sized Enterprises) during the reporting period.

SOCIAL RESPONSIBILITY: **CONTRIBUTION TO SOCIETY**

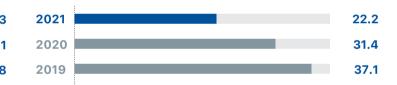
Passenger traffic under the flat fare programme, million passengers



Sponsorship programme expenses, **RUB** billion



Charitable support expenses, RUB million



For more details on Aeroflot Group's financial performance, see Annual Report 2021.



000 0000 000 000 \bigcirc \bigcirc $\bigcirc \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc$ $\bigcirc\bigcirc\bigcirc$ $\bigcap \bigcap \bigcap$ $\bigcap \bigcap \bigcap \bigcap$ $\bigcirc\bigcirc\bigcirc\bigcirc$ \bigcirc $\bigcap \bigcap \bigcap \bigcap$ \bigcirc $\bigcap \bigcap \bigcap$ $\bigcap \bigcap$ () $\bigcap \bigcap \bigcap$ \square $\square \square \square$ $\bigcap \bigcap$ $\bigcap \bigcap \bigcap$ $\bigcap \bigcap$ $\bigcap \bigcap$ \square $\bigcap \bigcap$ $\prod_{i=1}^{n}$ $\bigcap \bigcap \bigcap$ $\bigcap \bigcap \bigcap \bigcap$ 0000

15

AEROFLOT GROUP | ESG REPORT • 2021









17

April

MAJOR SUSTAINABILITY-RELATED **DEVELOPMENTS**



January

- > MSCI ESG Ratings upgraded Aeroflot Group's ESG score to BB.
- > Rossiya Airlines started operating Sukhoi Superjet 100 (SSJ100) aircraft (transferred by Aeroflot Airlines in accordance with the Strategy). The concept of naming SSJ100 jets after Russian cities was approved to promote Russia's destination attractiveness.





- > Aeroflot Group put into operation a new hangar for aircraft maintenance and repair.
- > Aeroflot Airlines decided to name its new Boeing 777 after Sergey Korolev, a rocket engineer and the father of practical astronautics, to mark the 60th anniversary of the first human space flight.
- > Rossiya Airlines together with the **Big Break All-Russian Competition** for School Students run by the Russian Federation – Land of Opportunity platform held a weeklong aviation-themed event called "The Sky Is Waiting!"



- > Aeroflot Airlines and Rossiya Airlines started selling subsidised tickets for residents of the Far Eastern Federal District.
- > Pobeda Airlines presented its specialthemed jet, the Pearl of the Baltics, dedicated to the Kaliningrad Region, as part of the initiative to promote Russia's destination attractiveness for tourists.





March

- > Aeroflot Airlines carried the Russian national figure skating team on a special flight to the World Figure Skating Championships in Stockholm.
- > Rossiya Airlines and the Moscow Region Tourism Committee signed a partnership agreement to promote destination attractiveness of the Moscow Region among passengers.

May

- > Aeroflot Group launched a new hub in Krasnoyarsk to increase traffic on international and domestic routes.
- > Aeroflot Group launched the Miles for Vaccination incentive programme to support the mass vaccination campaign.
- > Aeroflot Airlines received its first next-generation Airbus A320neo.
- > Aeroflot Airlines introduced the Braking Action Computation Function (BACF) technology to assess runway surface condition in order to improve flight safety.

June

- the pandemic.
- programme.







> Aeroflot extended the elite level status for members of its Aeroflot Bonus programme to reward the loyalty of its frequent fliers who were forced to limit travel during



> Aeroflot Group held a special charity event (Giving the Good) and contributed extra donation miles as part of its Miles of Mercy

- > Sales of tickets for joint flights by Aeroflot Airlines and Pobeda Airlines with a connection at Sheremetyevo started as part of the strategic goal to improve the air travel affordability.
- > Aeroflot Airlines adopted new rules for the carriage of pets to ensure comfortable and safe flights for passengers and their pets.



August

- > Aeroflot Group reduced by 25% the fares for subsidised air tickets for residents of the Far Eastern Federal District.
- > Aeroflot Airlines launched an updated page on its investor relations website for retail investors.
- > Rossiya Airlines became an official partner of the 800th anniversary celebrations of Nizhny Novgorod.
- > Pobeda low-cost carrier opened a crew briefing area at Sheremetyevo Airport with pre-flight preparation and rest area to provide comfortable working conditions for cockpit crews.





18

19

athletes and Russia's Olympic Committee officials to the Tokyo Olympic Games.

July

> Rossiya Airlines received the highest 7-star safety rating by Airline Ratings, confirming its status as one of the safest airlines in the world.



September

- > Aeroflot and Gazprom Neft agreed to jointly develop the production and use of sustainable aviation fuel (SAF).
- > Aeroflot confirmed its National Corporate Governance Rating of 7++.
- > Rossiya Airlines started using Braille sign plates for blind and visually impaired travellers.



October

- > At 77th IATA Annual General Meeting Mikhail Poluboyarinov, CEO of PJSC Aeroflot, was re-elected to IATA Board of Governors.
- > Rossiya Airlines became the official carrier and partner of football club Dynamo Moscow.

November

- > Low-cost carrier Pobeda carried its 50-millionth passenger since the start of flights.
- > Following the opening of the Tobolsk airport, Aeroflot Group companies started operating flights to Tobolsk from Moscow and St. Petersburg.
- > Rossiya Airlines successfully passed another operational safety audit, confirming its compliance with IOSA international standards.

December



- > Carbon Disclosure Project (CDP) upgraded Aeroflot's environmental rating to C.
- > Aeroflot initiated Eurasian SAF Alliance together with industry leaders.



- > Rossiya Airlines held Aviation Career Days for high school students in Murmansk.
- > Rossiya Airlines and St. Petersburg presented winter touristic schedule and signed an agreement to promote the city's destination attractiveness.

AEROFLOT'S CENTURY-LONG HISTORY OF SUSTAINABLE DEVELOPMENT

Aeroflot is one of the oldest active airlines in the world. Aeroflot's history represents an era rich in numerous events. The company has always played an important role in the life of society, provided vital transport links across the vast territory of Russia, introduced new aircraft and passenger service technologies, cooperated with stakeholders.

ENSURING TRANSPORT ACCESSIBILITY IN RUSSIA, THE LARGEST COUNTRY IN THE WORLD

1976 •

Aeroflot carried over 100 million passengers, most of them – on domestic routes. By 1990, Aeroflot has carried 139 million passengers and entered the Guinness Book of Records as the largest airline.

IN THE 1960–80S, THERE WAS A BOOM IN LAUNCHING DIRECT ROUTES (INCLUDING THOSE WITH INTERMEDIATE STOPS) TO NEW INTERNATIONAL DESTINATIONS.

- 1976 Air route to Spain (Madrid) was launched
- 1972 Air route to Germany (Frankfurt) was launched
- **1968** Direct air route to the United States (New York) was launched
- **1959** Air route to the United Kingdom (London) was launched
- 1954 Air route to France (Paris) was launched
- 1953 Air route to China (Beijing) was launched

1923 🔸

The first 420 km passenger air route between Moscow and Nizhny Novgorod was launched.

• 2017

Aeroflot Group carried over 50 million passengers, ranking among the Top 20 largest global airlines.

• 2015

After Transaero Airlines had ceased its operations on 26 October 2015, Aeroflot Group assumed Transaero Airlines obligations to carry approximately 2 million passengers. More than 6 thousand former employees of Transaero Airlines were employed at Aeroflot Group.

Pobeda low-cost carrier was launched to enhance transport accessibility and population mobility in Russia.

 2011
 Domestic regional carriers (reorganised as part of Rossiya Airlines) were purchased.

2006

Aeroflot became a member of SkyTeam Airline Alliance.

IMPROVING CUSTOMER SERVICE AND INCREASING CUSTOMER LOYALTY



2016 •--

21

Aeroflot was certified with the 4-star airline rating by the global rating agency Skytrax for its highquality service.

2011 •-----

Aeroflot was awarded the prestigious Skytrax World Airline Award as the Best Airline in Eastern Europe for the first time and successfully lived up to this rating nine more times.

----- CCCP-76487

1999 🔸

Aeroflot Bonus programme was launched to reward frequent flyers.

1948

A 7.6 thousand km long domestic route Moscow – Yekaterinburg – Omsk – Krasnoyarsk – Chita – Khabarovsk – Vladivostok was launched.

1926

The first international route between Ulan-Ude and Ulan Bator was launched (in 1928 the route was extended to Moscow and is now Aeroflot's oldest international route still in operation).

1967

The Flight Attendant Service was established and headed by Maria Popova, the legendary Aeroflot pilot.

INFORMATION TRANSPARENCY AND STAKEHOLDER OUTREACH

2016

Aeroflot launched an updated version of its investor relations website.

1997

Shares of Aeroflot started trading on the RTS Exchange (Moscow Exchange).

1995

Aeroflot was partially privatised: 49% of its shares were distributed among its employees, with the Government continuing to hold the controlling stake.

1992

The Company was reorganised into a joint stock company.

ON 17 MARCH 1923,

the Charter of Dobrolyot Joint Stock Company, a predecessor of Aeroflot, was approved. Among the first shareholders of the company were the Petrograd Provincial Executive Committee, the State Bank, Moscow City Council, and the All-Russian Textile Syndicate, as well as a number of individuals. 22

DRIVING INNOVATION AND DEVELOPING NEW TECHNOLOGIES

2016

Big Data solutions were introduced as part of Aeroflot's effort to develop digital projects.

• 2007

Aeroflot introduced e-tickets for domestic flights and for its international agent network using global distribution systems.

2003

Aeroflot switched to the Sabre automated air ticket booking and sales system.

1999

Aeroflot's website at www.aeroflot.ru was launched.

1975

Aeroflot first used computer technology to develop its domestic schedule.

1972

Aeroflot launched Sirena-1, the first air ticket booking and sales system.

1969

The first in-flight TV services using video systems based on Yunost TV sets were offered to passengers on board Tu-134 aircraft.

PROMOTING **SPORTS CULTURE**

FIFA WORLD CUP RUSSIA 2018

2018 ...

During the FIFA World Cup, Aeroflot provided a largescale air-travel programme covering the host cities and offering a special reduced fare for fans.

2014

Aeroflot, as the General Partner for the XXII Winter Olympic Games in Sochi, provided convenient air travel to the Olympic capital.

2013

Aeroflot became the Official Carrier of Manchester United Football Club.



1980 •··· Aeroflot was appointed the XXII Summer Olympic Games general carrier.

HUMAN RESOURCES AND EQUAL OPPORTUNITIES

1962

The legendary Iraida Vertiprakhova, later Honoured Pilot of the USSR, became the first female pilot to serve on Aeroflot's scheduled flights. Starting her career as a co-pilot on An-2 aircraft, in just two years she moved over to II-14, and then, this time as pilot-in-command, to II-18, and later to Tu-154 and II-62.

annan-Hemrpöype

AIRCRAFT **FLEET EVOLUTION**

• 2020

Aeroflot became Russia's first operator of the latestgeneration wide-body Airbus A350 aircraft with improved environmental efficiency.

2011

Aeroflot received the first modern Russian-built SSJ100 aircraft.

• 2003

Aeroflot began restructuring its aircraft fleet, ordering over 100 aircraft of the latest-generation Airbus family.

1956

Aeroflot began the first scheduled passenger services with the Tu-104.

AEROFLOT GROUP STRUCTURE AND **VALUE PROPOSITION**

Aeroflot Group is the Russia's largest air carrier and one of the largest European and global airlines. Aeroflot Group is active in key market segments, from premium to budget, providing passengers with a wide range of travelling options. In addition to Aeroflot Airlines, Rossiya Airlines and Pobeda Airlines that provide passenger and cargo air transportation services, the Group is also involved in aircraft maintenance, airline catering, hotel operations, and employee training.

Note: The fleet and headcount are shown as of the end of 2021. Traffic and network are for the full calendar year.

Aeroflot Group Airlines in 2021

AEROFLOT - Russian Airlines Share in the Group's 46.7% passenger traffic

- > Russia's leading carrier and one of the oldest airlines in the world.
- > The Company is committed to delivering exceptional customer experience.
- > Aeroflot is based at Moscow Sheremetyevo Airport.

Launch of an international hub of Aeroflot Group in Krasnovarsk

Development in 2021

2021 Highlights



69.5

kilometers

billion

Fi

51.6 billion revenue passenger kilometers

74.3% ΩΩ passenger load factor

20.3 thousand

headcount



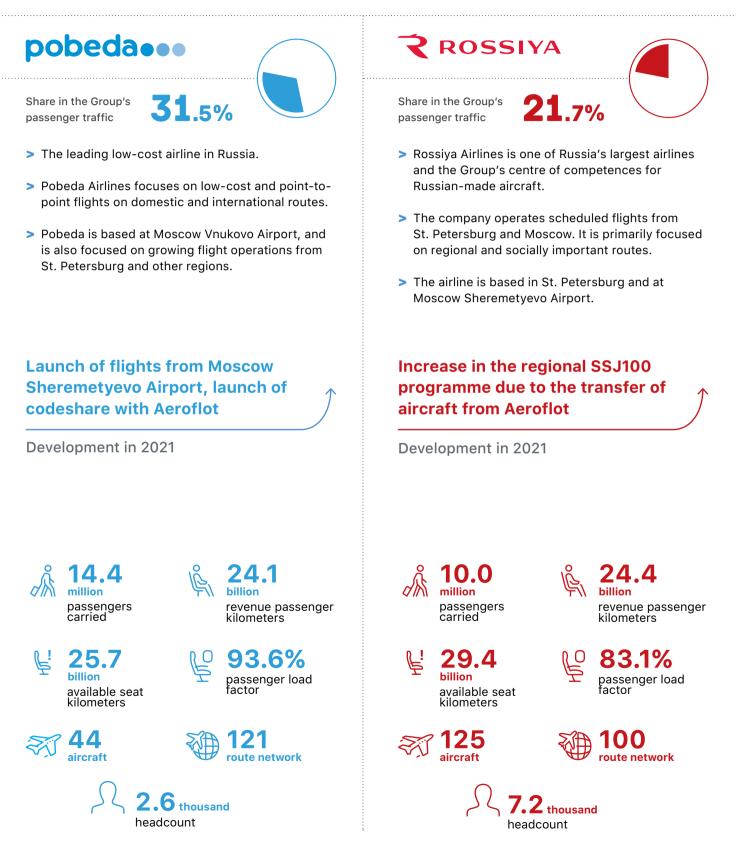
available seat





25

24





Non-Aviation Assets of Aeroflot Group

26

27

Aeroflot Group's Structure as of 31 December 2021

Company	Description	2021 Highlights	
LLC A-Technics	 Aircraft maintenance and repair. Maintenance facilities in Moscow and Orenburg. 	7 line maintenance stations	PJSC AEROFLOT ←
TECHNICS	 Seven regional line maintenance stations in Belgorod, Voronezh, Krasnoyarsk, Nizhny Novgorod, Saratov, Sochi, and 	10 places in hangars	
	Stavropol.	18.6 thousand m² of hangar areas	
		1.5 thousand employees	
JSC Aeromar JSC Aeromar-DV	 On-board meals, on-board shopping, on-board cleaning and equipping services. 	<mark>ہے</mark> >40 clients	SERVICE OVERVIEW ³
AeroMar	 Branches in St. Petersburg, Vladivostok, Sochi, Rostov-on-Don, Simferopol, Ufa, Krasnodar, Lipetsk, Krasnoyarsk. 	>70 meals on the menu	Aeroflot Group provides service in all key s travel market: premium, mid-market (region
		4.1 thousand employees	charter, for both domestic and internationa In 2021, the Company made 327.1 thousand from 2020 and down 22.3% from 2019. In 2
Aeroflot Aviation School	 Aviation education centre focusing on training and career development of aviation specialists: pilots, flight 	287 training programmes	Group carried 45.8 million passengers, up and down 22.4% from 2019.
	attendants, ground staff, engineering workers, etc.	은 areas of training	The 2020 and 2021 results were significant the COVID-19 pandemic and meaningful fli Nevertheless, in 2021, Russian aviation ma
		213 employees	high recovery rate in volume terms. In Q2 2 Group's passenger traffic on domestic fligh pre-pandemic level of 2019 and further ou
JSC Sherotel	 Operator of the hotel at Sheremetyevo Airport. 	493 hotel rooms	quarterly indicators of 2019 for the rest of of 37.3 million passengers were carried in o in 2021, up 59.2% from 2020 and 15.3% fro international flights remained significantly
ШЕРОТЕЛЬ		152 employees	there was a gradual recovery of operations while only 13.8% of the passenger traffic w January, the recovery rate reached 48.2%

p provides service in all key segments of the air : premium, mid-market (regional), low-cost and oth domestic and international destinations.

Company made 327.1 thousand flights, up 39.1% d down 22.3% from 2019. In 2021, Aeroflot 45.8 million passengers, up 56.0% from 2020 4% from 2019.

2021 results were significantly affected by pandemic and meaningful flight restrictions. in 2021, Russian aviation market showed a rate in volume terms. In Q2 2021, Aeroflot enger traffic on domestic flights exceeded the level of 2019 and further outperformed the cators of 2019 for the rest of the year. A total passengers were carried in domestic segment 9.2% from 2020 and 15.3% from 2019. In 2021, flights remained significantly limited, however, radual recovery of operations in this segment: 8% of the passenger traffic was restored in recovery rate reached 48.2% by December, compared to the corresponding periods in 2019. A total of 8.5 million passengers were carried in international segment in 2021.

¹ JSC Aeromar owns a 51% stake in JSC Aeromar-DV.

- ³ Aeroflot Group's operating results exclude Aurora Airlines' 2019 and 2020 results to ensure the comparability of the Group's post-pandemic recovery trends. In December 2020, Aurora Airlines was divested by Aeroflot Group.

AVIATION ASSETS

LLC Pobeda Airlines	100%
JSC Rossiya Airlines	75% – 1 share

NON-AVIATION ASSETS

JSC Aeromar	51%
JSC Aeromar-DV ¹	51%
LLC A-Technics ²	100%
Aeroflot Aviation School	100%
JSC Sherotel	100%

Aeroflot Group passenger traffic by segments⁴, %

Premium	46.7
Low-cost	31.5
Regional	16.3
Tourist charter	5.5

In 2021, Aeroflot Group carried a total of 298.4 thousand tonnes of cargo and mail, up 26.6% from 2020 and down 3.6% from 2019. Aeroflot Airlines accounted for the majority of the Group's cargo traffic (62.7% in 2021). Aeroflot Group does not have a dedicated cargo fleet and uses the belly cargo model, i.e., transports cargo and mail on aircraft operating passenger flights. However, during the 2020–2021 pandemic, due to continued high demand for cargo transportations and reduced belly cargo offering, a number of aircraft were redeployed to cargo operations. In addition, a special programme of cargo/passenger flights was introduced, under which larger volumes of cargo were transported to a number of destinations.

² PJSC Aeroflot owns a stake in LLC A-Technics through LLC Aeroflot-Finance. PJSC Aeroflot stake in LLC Aeroflot-Finance is 99.99%.

⁴ The premium segment includes flights by Aeroflot Airlines; the regional segment includes flights by Rossiya Airlines, excluding flights in partnership with a tour operator; the tourist charter segment includes flights in partnership with a tour operator; the low-cost segment includes flights by Pobeda Airlines.

28

29

BUSINESS MODEL

CAPITAL AND RESOURCES

Borrowings and leasing

Financial

Equity

OUR GOAL

Strengthen our leadership in the airline industry globally by seizing opportunities in the Russian and international air transportation markets.

EXTERNAL FACTORS

Р

Russian and global economy development

Global and local trends of the air transportation market

Commodity market: crude oil

OUR MISSION

Routes and flights

Employee training

Data for 2021

kilometers

International

routes

Domestic routes

Premium product

Low-cost product

Regional product

Charter product

institutions

Research and educational

Operations management

• Aircraft lease and maintenance

Revenue and sales management

• 271.0 thousand domestic flights

• 124.6 billion available seat

• 45.8 million passengers

• 56.1 thousand international flights

Direct passengers

Transfer

passengers

We work to ensure that our customers can quickly and comfortably travel great distances, and thus be mobile, meet more often, work successfully, and see the world in all its diversity. We give our customers a choice through an extensive route network and different carriers operating within our Group, from low-cost to premium class airlines.

Financial market: interest rates and exchange rate

Industry and cross-industry Industry regulation competition **CONTRIBUTION TO THE SOCIETY** RESULTS Revenue -FBITDA -Contribution to the country's economic growth and RUB 491.7 billion RUB 116.6 billion development Recovery of operations, tight and consistent cost control, improved liquidity position **Restructuring of lease** Creating a reliable transportation payments infrastructure Flight safety level: 99.974% New aircraft types in the fleet: Airbus A320neo, Airbus A321neo, Airbus A350-900 Using digital technology **Driving innovation and cutting-edge** technology to ensure business continuity and passenger servicing during the Integrated Innovation Key Performance Indicator pandemic 100% 26.1 thousand training Providing equal opportunities and programme attendees (Aeroflot Airlines) working conditions, support of employee development Personnel gender structure: 44.5% male, 55.5% female Supporting sustainable Leaner resource consumption and lower emissions supported by consumption and lower environmental footprint fuel-efficient fleet 4.6% less specific CO, emissions per year¹ Strong aviation brands: Supporting economic Aeroflot, Pobeda, Rossiya development of regions and Contribution to population mobility and reducing inequality

fare programme

Service providers

```
Operational
Fleet: 356 aircraft (100% leased)
Rights, designations, slots at airports
OTHER ASSETS

    Aeromar (catering)

    training platform

                           medical centre
A-Technics
  (maintenance)
                           airport hotel
                                           0
                                              0
Intellectual
                             OF BUSINESS PROCESSES
IT system and patents
                            ARE AUTOMATED
Human
36.1 thousand employees –
                           Highly competent personnel
the industry's largest
                           of the key categories
employer
Natural
Fuel, power, water, air
Social and reputational
```

• Leader in the Russian air transportation market • In the Top 10 of global airline groups

- Member of the SkyTeam Alliance

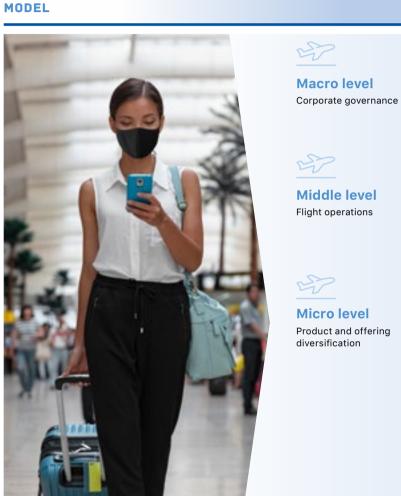
THIRD-PARTY

RESOURCES

 Member of IATA and other industry and professional associations

> **Airport services Oil refineries**

Ground handling **Banks and lessors** Maintenance and repair Aircraft manufacturers



ease of travel: transport accessibility across regions during the pandemic • 2.6 million passengers carried under the flat

¹ Average annual emission reduction rate (g CO₂/RPK) from 2005 to 2021.

1> 2> 3> 4> 5> 6> 7> 8> 9> About the Company

ROUTE NETWORK

Aeroflot Group develops its route network based on its multi-brand platform, which maximises the coverage of all the key market segments and ensures presence in different price and regional segments.

The Group's route network provides air connections to Russian regions and links Russian cities with each other and with destinations abroad. When developing the route network, special attention is paid to the coverage and destination geography, frequency of flights, affordability of air travel, access to the route network of partners, a convenient flight schedule, and convenient connecting flights for transfer passengers. At the same time, in developing the route network, the Group's network airlines focus on different things: while Aeroflot Airlines and Rossiva Airlines focus on high frequency, a convenient flight schedule, and convenient connecting flights for transfer passengers, Pobeda Airlines focuses on nonstop flights between cities¹ and the affordability of air travel for the widest range of air travellers.

In 2021, Aeroflot Group's network airlines (Aeroflot and Rossiya) operated flights on 303 scheduled routes. Pobeda LCC network comprised 121 destinations, including 44 not covered by the Group's other airlines. Aeroflot Group's airlines operated flights to 56 countries. Aeroflot Group's main network is concentrated at Sheremetyevo Airport: the number of the Group's unique destinations from the main hub is 170, including 63 domestic destinations and 107 international destinations.

The Group managed its route network under the constraints caused by the COVID-19 pandemic, taking into account reduced global air travel, travel restrictions, and a changed demand structure, including the impact of limited air service. In terms of the route network management in 2021, the Group focused on seeking out and taking advantage of new opportunities to increase traffic revenues, gradually restoring the international flight programme, and actively pursuing domestic market opportunities.

Number of Aeroflot Group's Scheduled Routes²

BY DESTINATION	2019 ³ •	202
International	134	1
Domestic	94	9
BY HAUL		
Medium-haul	201	1
Long-haul	27	2
Total	228	2'

303 scheduled routes

operated by Aeroflot Group's network airlines

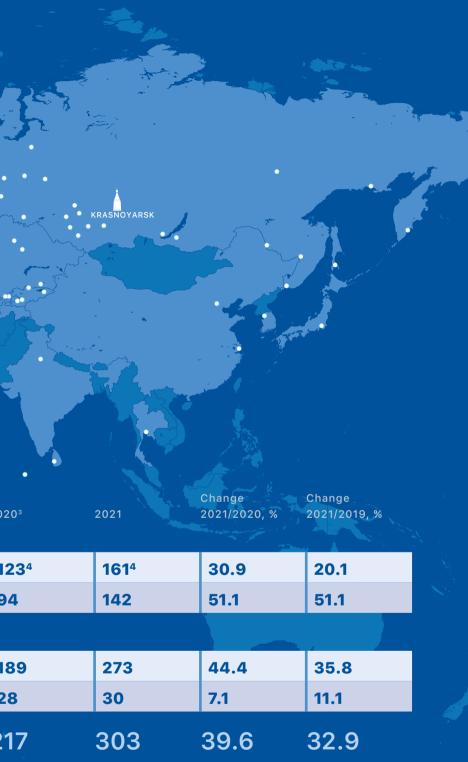
121 routes

operated by Pobeda (including 44 not covered by the Group's other airlines)

- ¹ Point-to-point flights are flights that are operated directly between two destinations, without any scheduled connecting options for transfer passengers.
- ² Including cargo/passenger flights operated since March 2020.
- ³ Including Aurora Airlines' 21 routes in 2019 and 17 routes in 2020.
- ⁴ Including cargo/passenger routes.

30

31



AEROFLOT GROUP'S NEW ROUTES IN 2021



In 2021, Aeroflot Group focused on the domestic air transportation market. To this end, measures were developed to expand the Group airlines' market presence, in particular, direct flights from Russian regions to the south of Russia were launched.

In the international segment, the gradual opening of international destinations continued during the year.



to restore the international network



LAUNCH OF DIRECT FLIGHTS FROM RUSSIAN **REGIONS TO CIS COUNTRIES**



32

33

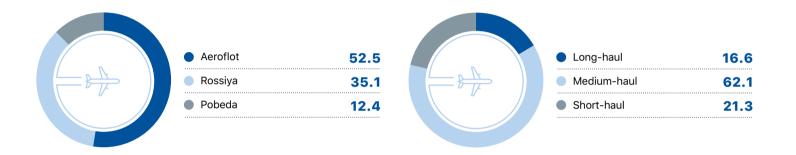
Aeroflot Airlines launched new international routes, which were not previously operated. In particular, routes from Moscow to Mahe (Seychelles), Punta Cana (Dominican Republic), Abu Dhabi (UAE), Cancun (Mexico), Casablanca (Morocco) were launched. In addition, direct flights from Russian regions to CIS countries, including to destinations in Yerevan, Issyk-Kul, Osh, Urgench, and Namangan, were launched.

Aircraft Fleet

As at the end of 2021, Aeroflot Group's fleet had 356 aircraft, including 187 aircraft of Aeroflot Airlines, 125 aircraft of Rossiya Airlines, and 44 aircraft of Pobeda Airlines.

Aeroflot Group's fleet by airline as of 31 December 2021, %

Aeroflot Group's fleet by type of aircraft as of 31 December 2021, %



The average age of Aeroflot Group's fleet is 7.2 years. Aeroflot Airlines operates one of the youngest fleets in the world, with an average age of 6.2 years¹.

In the reporting period, 32 aircraft were put into service, 18 aircraft were retired, and 55 aircraft were transferred as part of intra-group redistribution activities. As a result, the number of aircraft increased by 4.1% year-on-year. Due to the COVID-19 pandemic, Aeroflot Group took measures to control capacity expansion. Deliveries of only Russianmade aircraft, as well as aircraft under contracts that could not be re-restructured without a negative impact on the financial parameters of the deals, were accepted.

Aeroflot Group's fleet has been formed taking into account the route network and the air travel demand across market segments. At the end of the reporting period, Aeroflot Group operated seven types of aircraft.

¹ Among the carriers operating more than 100 aircraft.



35

AEROFLOT GROUP'S AIRCRAFT FLEET BY TYPE

ROSSIYA pobeda... 1 type 5 types

1–2 travel classes

One travel class

WIDE-BODY (LONG-HAUL)

Boeing 747

Boeing 777

NARROW-BODY (MEDIUM-HAUL)

Airbus A320ceo (family)

Boeing 737 NG

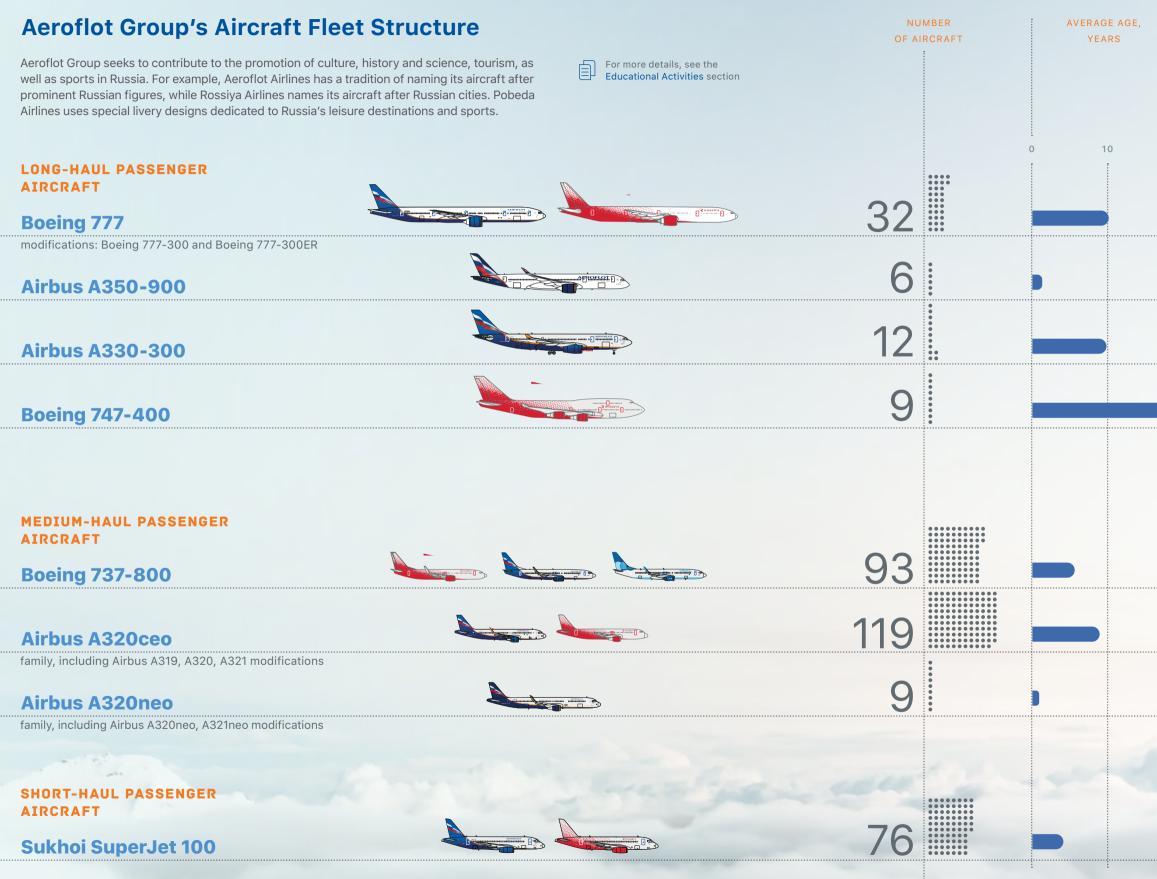
Boeing 737 NG

NARROW-BODY (REGIONAL)

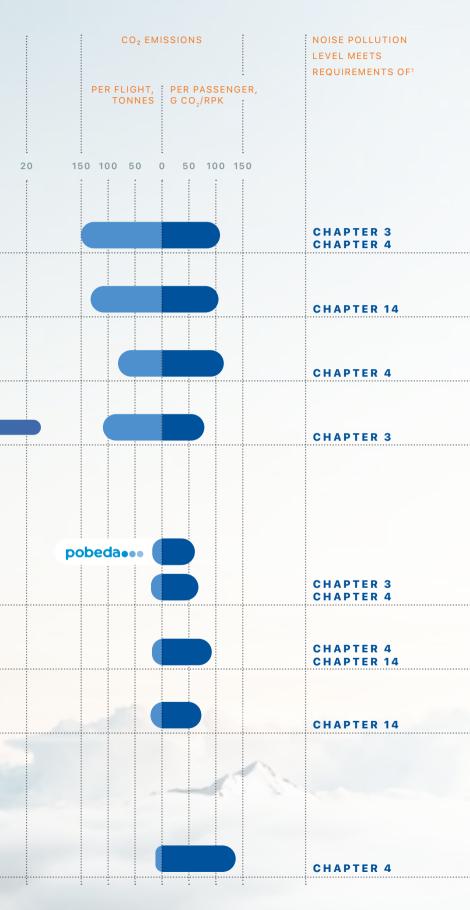
SSJ100

36

37



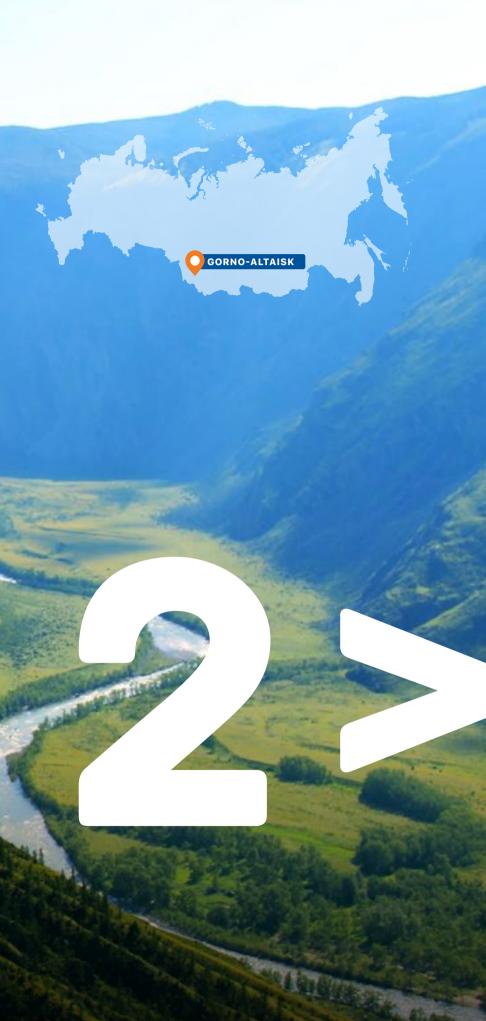
¹ Compliant with the International Civil Aviation Organization (ICAO) noise and emissions standards.



APPROACH TO SUSTAINABILITY

Sustainability Management	40
Risk Management	49
Quality Management System	55
Anti-Corruption Policy	56
Sustainability Priorities	60
Stakeholder Engagement	61
Customer Complaints	65
Customer Satisfaction Analysis	65
Aeroflot Bonus Frequent Flyer Programme	66

CHULYSHMAN RIVER VALLEY, ALTAI REPUBLIC, RUSSIA



APPROACH TO SUSTAINABILITY

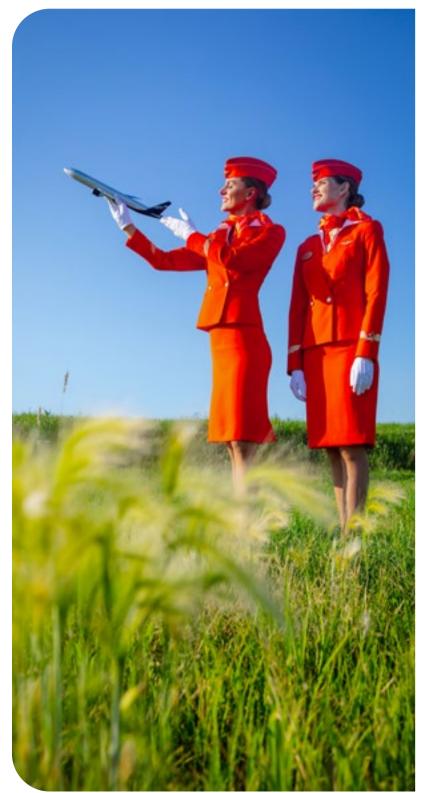
Sustainability Management

In all areas of its activities, Aeroflot Group is guided by generally accepted business norms, complies with applicable Russian and international laws and strives to meet the highest international standards of business conduct and sustainability. Group companies ensure transport accessibility of cities and regions, create jobs, educate employees, maintain a high level of flight safety, strive to use resources rationally, and reduce their negative impact on the environment.

Sustainability management is an integral part of the corporate governance system of PJSC Aeroflot and its controlled entities.

Entities Responsible for Sustainability Management in Aeroflot Group

Entity	PJSC Aeroflot	Controlled entities of PJSC Aeroflot
General management of sustainable development activities	Board of Directors of PJSC Aeroflot	Boards of Directors and other management bodies
Coordination of ongoing sustainable development activities	CEO and Management Board of PJSC Aeroflot	Executive bodies
Ongoing sustainability planning and activities	Line management of PJSC Aeroflot	Line management



Aeroflot Group's Key Sustainability-Related Corporate Documents

Aeroflot Group has developed and adopted a number of corporate documents that cover all aspects of sustainable development and regulate the Group's activities in this area.

Occupational Health and Safety Policy	Environmental and Quality Policy of PJSC Aeroflot	Responsible Supply Chain Statement	Integrated Quality Management System Manual
Code of Corporate Ethics of PJSC Aeroflot	Climate Policy of PJSC Aeroflot	Anti-Corruption Policy of Aeroflot Group	of PJSC Aeroflot
		Privacy Policy of PJSC Aeroflot	
		Concept of Economic Security	
		Sustainability Reporting Regulations	

To develop sustainability practices within Aeroflot Group, the > sustainability roles and responsibilities are being assigned following measures are being implemented: to business units of PJSC Aeroflot and to other Group companies;

- > the Group's sustainability management system is being developed;
- > measures are being implemented to increase the transparency of the Group's sustainability activities;

41

40

> links between sustainability aspects and the Group's key business processes are being identified.

Aeroflot Group's sustainable development activities are based on the following social responsibility principles set out in the ISO 26000 Guidance on Social Responsibility.



Accountability	The Group is accountable for the impacts of its activities on society, the environment, and the economy and for the actions taken to prevent repetition of unintended and unforeseen negative impacts. The Group is ready to accept appropriate scrutiny and also accepts a duty to respond to it.
Transparency	The Group is transparent in its decisions and activities that affect society, the environment, and the economy. The Group seeks to disclose in a clear, accurate, and complete manner, and to a reasonable and sufficient degree, the policies, decisions, and activities for which it is responsible, including their known and likely impacts on society, the environment, and the economy.
Ethical behaviour	The Group behaves ethically. The Group's behaviour is based on the values of honesty, equity, and integrity.
Respect for the stakeholder interests	The Group respects, considers, and responds to the interests of its stakeholders and regularly identifies and assesses stakeholder expectations and interests through meetings, interviews, surveys, focus groups, and analysis of appeals and has due regard for such expectations and interests.
Respect for the rule of law	The Group accepts that respect for the rule of law is mandatory.
Respect for human rights	The Group respects human rights and recognises their importance. The Group respects the universality of these rights, that is, that they are indivisibly applicable in all countries, cultures, and situations.

CONTRIBUTION TO THE SDGs

IO REDUCED



42

43



44

AEROFLOT GROUP'S SUSTAINABILITY-RELATED FOCAL AREAS

Safety is our key and absolute priority (flight safety, aviation security, passenger privacy, information security, safe working conditions).



SAFETY AND CUSTOMER SERVICE



Flight safety

Transportation security



INFORMATION SECURITY

Customer privacy

 \rightarrow IT systems security

→ Anti-fraud measures



REDUCTION OF ENVIRONMENTAL IMPACT

Reducing energy consumption

 \rightarrow Reducing emissions of air pollutants

Reducing pollution caused by waste generation and disposal





HUMAN RIGHTS ACTIVITIES



Providing equal opportunities

Protection against any form of discrimination

RESPONSIBLE HUMAN RESOURCE MANAGEMENT

Recruiting and hiring Retaining highly qualified employees Personnel training and development Financial and non-financial incentives for employees \rightarrow Providing social support for employees

SOCIAL INITIATIVES



Supporting charities

Sponsorship of sports initiatives

SKYTEAM CORPORATE SOCIAL RESPONSIBILITY STATEMENT

As a member of SkyTeam, an international alliance of airlines, Aeroflot Group supports the SkyTeam Corporate Social Responsibility Statement and adheres to the commitments outlined in the document, which include achieving sustainable economic prosperity, protecting the natural environment, and promoting social responsibility towards employees both within the Company and throughout its supply chain.

SkyTeam is committed to realising sustainable economic prosperity	 We are accountable information we pre- We partner with logs strengthen the communication We act with integration We embrace safe performance in our
SkyTeam is committed to promoting social responsibility	 We offer safe, mo employment and We strive to prom We foster employ enhancement init We undertake to a suppliers and sub
SkyTeam is committed to the protection of the natural environment	 We endeavour to the most efficient including greenho We analyze our fa environmental pe We implement me ask our suppliers We ensure all faci regulations. We communicate and objectives an

Anti-corruption policy



ble for our financial results and guarantee transparency in the rovide.

local, national, and international organisations to help build and ommunities we serve through employment and economic growth. grity and strive to earn the trust of all of our stakeholders. ety, security, and quality as the foundation for a superior level of our operations.

otivating working conditions in accordance with applicable labour law.

note diversity and to ensure equal opportunities among all staff. yee opportunities for advancement and mobility through career tiatives.

abide all labour laws in anywhere we operate, and request our bcontractors to comply with these principles.

implement best available technologies in fleet renewal and It procedures and operations to reduce noise and air emissions ouse gases.

acilities and processes to identify opportunities for improving our erformance.

easures to reduce the environmental impact of our activities and and contractors to do the same.

cilities and operations comply with environmental protection

with our employees to ensure awareness of environmental goals and objectives and support employee-driven environmentally protective initiatives.



47

46

Aeroflot Group has adopted a Code of Corporate Ethics setting out the basic rules and key standards of employee behaviour.

For more details on the Code of Corporate Ethics, see the Aeroflot Team section

In 2021, Aeroflot Group developed and adopted a document dedicated to the ESG Report - the Regulations on ESG Report Preparation. The document was developed to unify and systematise the Group companies' activities in preparing the Report. The Regulations define the content, basic principles, objectives, procedure and terms of preparation, agreement, approval, publication, as well as the procedures of confirmation of the ESG Report.

Aeroflot Group pays special attention to the development of responsible procurement. The Group procures a large number of different goods and services, interacting with a wide range of suppliers within the process. Procurement activities within Aeroflot Group are governed by PJSC Aeroflot's Regulations on Procurement of Goods, Works and Services, and relevant regulations of its subsidiaries. The PJSC Aeroflot Board of Directors determines the procurement policy.

While carrying out its procurement activities, Aeroflot Group is guided by the established principles, according to which:

- > publicity and transparency of procurement is ensured;
- > the selection of the supplier with the best conditions in terms of quality, price and timing is implemented;

- > unlimited access to bidding through eliminating non-measurable bidder requirements is ensured;
- > procurement conditions based on equality and fairness are created.

Aeroflot Group strives to develop responsible purchasing practices. Thus, in 2021, PJSC Aeroflot approved the Responsible Supply Chain Statement. This statement was included in the Audit Programme Management Manual. The statement contains a number of Aeroflot's requirements to its suppliers. PJSC Aeroflot suppliers must ensure compliance with socially responsible and ethical business practices by implementing a management system and processes aimed at improving the performance in this area. Suppliers must comply with applicable laws, as well as all applicable regulations, rules and standards. PJSC Aeroflot cooperates with counterparties that conduct business in a transparent manner, adhere to reliable labour practices and try to reduce their negative impact on the environment.

Creating the most efficient and responsible supply chain is one of Aeroflot Group's development priorities in 2022 and in the medium term.

Aeroflot Group plans to develop additional corporate documents regulating the Group's activities pertaining to this aspect, as well as to modernise procurement procedures in accordance with the best practices of the responsible supply chain, while paying attention, among other things, to environmental and social criteria in the selection of suppliers.

PROCUREMENT HIGHLIGHTS

In 2021, Aeroflot Group concluded 9,113 contracts, up 11.1% year-on-year. The total value of contracts concluded was RUB 581.9 billion.

Procurement results¹

In monetary terms

Total procurement, RUB billion

Competitive procurement (in monetary terms), %

Procurement from SMEs (in monetary terms), %

Procurement from local suppliers (in monetary terms),

In quantitative terms

Total procurement, pcs.

Competitive procurement (in quantitative terms), %

Procurement from SMEs (in quantitative terms), %

Procurement from local suppliers (in quantitative terms), %

• 43.4%

procurement from **local suppliers**

	2019	2020	2021
	293.2	351.1	581.9
	68.9	43.6	54.3
	13.6	6.0	6.4
), %	49.6	47.3	43.4
	11,445	8,201	9,113
	29.1	22.8	21.6
	29.6	23.3	27.9
ns), %	41.3	30.2	43.4

MEASURES TO OPTIMISE PROCUREMENT PROCESSES

Aeroflot Group regularly takes measures and implements initiatives designed to enhance procurement efficiency. The Group has the Methodology for Procurement Quality Management, which contains the evaluation procedure and performance metrics to improve the quality of procurement management.

The Group's development as part of this aspect takes place in five key areas:

- > increasing the share of competitive procurement;
- > increasing the share of online procurement;
- > improving the system of requirements for suppliers to meet the needs of purchasers fully and in a timely manner:
- > preventing discrimination and unreasonable restrictions in relation to counterparties;
- > increasing the share of procurement from SMEs.

Aeroflot Group has the advisory board charged with independent audits of procurement efficiency. It includes members of non-governmental organisations (NGOs), economists, industry scientists and procurement experts.

PJSC Aeroflot uses a digital platform Procurement Monitoring which ensures procurement data consolidation. The software is based on SAP SRM-module which reduces the risks associated with late posting of procurement data.

The Group is actively taking measures to engage local suppliers and SMEs in procurement. To improve SME access to procurement, a list of special initiatives was included in the Methodology for Procurement Quality Management. In addition, Aeroflot Group participates in implementation of the national project "Small and Medium Enterprises and Support for Individual Entrepreneurial Initiatives".

Risk Management

Aeroflot Group seeks to minimise risks related to changes in the business environment. The Group has a unified risk management system that applies to all business processes and covers all management levels. Risk management policy is governed by Regulations on Aeroflot Group's Risk Management System approved by the Board of Directors of PJSC Aeroflot. The document covers both financial and non-financial risks and includes description of the general procedure for identifying, assessing and taking measures to minimise likelihood of risks being realised and losses they can lead to.

AEROFLOT GROUP'S APPROACH TO RISK MANAGEMENT

RISK IDENTIFICATION

Definition and description of risk elements (including sources, events, causes and implications)

RISK ASSESSMENT

Analysing risk, its implications and forms of impact on the achievement of Aeroflot Group's goals

Developing, implementing and following up on risk management activities to achieve the goals of the Group and the risk management system, and aligning risks to approved risk appetite levels

KEY RISK MANAGEMENT OBJECTIVES



STRATEGIC

Development as part of longterm mission fulfilment



OPERATIONAL

Effective and sustainable use of resources, meeting planned targets



REPORTING

Relevance, accuracy, reliability, timeliness, completeness, security of reporting



COMPLIANCE

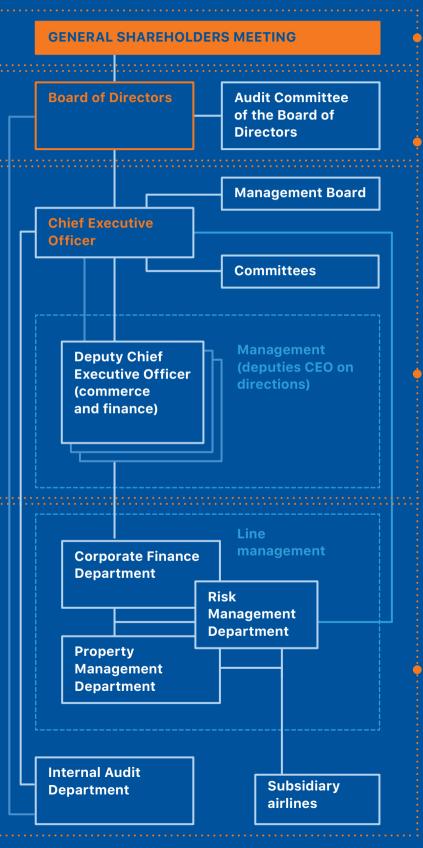
Compliance with Russian laws and contractual terms

DEVELOPMENT, **IMPLEMENTATION AND FOLLOW-UP OF RISK MANAGEMENT ACTIVITIES**

MONITORING

Supervising the identification, assessment, implementation and follow-up of risk management activities

PARTICIPANTS, THEIR ROLES, RESPONSIBILITIES AND INTERFACES WITHIN THE CORPORATE RISK MANAGEMENT SYSTEM (CRMS)



General Shareholders Meeting tier

• Making decisions on matters of the General Meeting of Shareholders

Board of Directors tier

- Determining key parameters of the CRMS (goals, objectives, operating principles, architecture, risk appetite, etc.)
- Managing risks within the authority of the Board of Directors
- Making decisions on providing the necessary resources to the CRMS participants
- Overseeing risk management performance
- Approving the Risk Register and the Risk Map

Management tier

- Development, operational management and monitoring of the CRMS
- Executive-level risk management decisions according to the CRMS
- Allocation of resources among the CRMS participants
- Decisions on selecting the instruments and parameters for hedging financial risks

Line management tier

- Executing, performance monitoring and continuously improving risk management procedures
- Risk management decisions within their authority

For more details on Aeroflot Group's risk management, see the Risk Management section of the 2021 Annual Report

Principal risks within Aeroflot Group

Financial risks	Operational risks	Compliance risks	Business risks
Market risks	Aviation security and flight	Legal risks	Strategic risks
units, risk of damage/loss of other		Legal risks of the Company's executive management	Political and economic risks
Liquidity risk		Corruption risks	Risk of armed conflicts
Capital markets access risks		Risk of non-compliance with internal requirements	Risks of outsourcing
Risk of credit rating loss)SS	Regulatory risks	Risk of epidemics and man- made or natural disasters
Risks of budget planning and forecasting	Risks of support operations (imperfect processes, technologies, models,	Risks related to obtaining/ renewing certificates and licenses	Industry risks
	occupational safety, HR, economic and information security, IT, quality of purchased spare parts, units, components and materials)	Tax risks	Reputational risks
			Service quality risk
			Environmental risks ¹

50

51



Sustainability risks and mitigation measures

Risk	Description	Mitigation		
Business risks			Operational risks	
and man-made or (bey natural disasters Com to e	and man-made or (beyond the control of the • Route changes to avoid hazardous regions	 Route changes to avoid hazardous regions Extra measures to increase flight safety and to ensure aviation security Strengthening of sanitary and epidemiological controls The Company implements programmes of cancellation/joining 	Aviation security risks	Risks of incurring losses from unlawful interference with aviation activities
		Flight safety risks	Estimated likelihood and severity of consequences of one or several threats being realised in aircraft operation or activities directly supporting such operation (flight	
Environmental risks	Likelihood of negative changes in the environment or long-	Aeroflot Group is fully aware of its responsibility to the society and future generations and strives to ensure a sustainable		and ground, commercial and technical)
	of these changes caused by anthropogenic impacts th o •	 environmental balance across all areas of business. A key focus area is improving the aircraft fleet's fuel efficiency. Aeroflot's environmental policy is aimed at improving the levers and tools that ensure high energy efficiency and environmental performance of its end air products: a CO₂ calculator is used, required data is collected and analysed, reports on GHG emissions and revenue tonne-kilometres are prepared (Aeroflot's entire fleet is compliant with ICAO's noise and emissions standards); a waste management system is in place to minimise environmental impact with a focus on recycling as the most effective method of waste disposal; regular inspections of waste storage sites are performed, waste disposal and landfill are signed; instrumental control and fine-tuning of ground vehicle fuel systems is performed, and performance of ventilation systems is monitored in operational and office premises; regular water protection and water resource management activities are carried out. 	HR risks	A group of risks that arise from, or affect, the Group's personnel (or an individual employee), including the lack of required/appropriate number of employees as determined based on the current and forward- looking business plans and existing business processes
			Economic and information security risks	Risks of losses related to changes in the internal and external environment that may lead to the protected item losing its economic value
			Occupational safety risks	Risks of incurring losses from factors related to the Group's financial and business activities that may cause workplace injury or death of employees

53

	The situation is monitored and analysed, and remedial measures are taken to ensure safety at the base airport and destination airports; airports are audited on a regular basis, the level of aviation security at destination airports and compliance with regulations are monitored; independent experts are engaged, and the state of external and internal access control systems is monitored on a 24/7 basis.
	Aircraft condition and aircraft maintenance are monitored, along with the corporate healthcare unit's processes of cockpit crew medical examinations and medical equipment replacement; operations and operating processes are also continuously monitored.
b	An effective recruitment process has been put in place, training and professional development courses for employees are available, staff pay levels are monitored vs the market, and social benefits and guarantees are offered to the employees.
	An effective, consistent framework to monitor, identify, localise and prevent threats and vulnerabilities has been put in place, steps are taken on an ongoing basis to monitor employee compliance with economic and information security requirements, and to identify and prevent breaches, legal, organsational and technical information protection measures are taken.
	Internal occupational health regulations have been developed; compliance with, and conformity to applicable laws are monitored.

RISKS AND OPPORTUNITIES RELATED TO THE IMPACT OF CLIMATIC FACTORS

Aeroflot Group recognises the importance of environmental risks management and also acknowledges the significance of climate-related risks for aviation. To minimise environmental risks, PJSC Aeroflot has a corporate GHG emission management system, which ensures CO₂ emissions monitoring and accounting. The system enables the Company to comply with national and international greenhouse gas monitoring, reporting, and verification

systems. The Group monitors amendments to existing climate change legislation and timely adapts its business to all applicable requirements.

In 2021, Aeroflot Group focused on risks related to climate change. They include both risks of structure transformations caused by the transition to a low-carbon economy and physical risks directly related to climate change impacts.

Risk factors related to the transition to a low-carbon economy	Aeroflot Group recognises the importance of reducing its carbon footprint and seeks to implement green transformations across all business lines. The transition to a low-carbon economy necessitates the introduction of new technologies that help reduce CO_2 emissions. In addition, changes within the Group are expected due to the development of the environmental legal framework and standards.
Factors related to physical effects of climate change	As an air carrier, Aeroflot Group is exposed to risks related to adverse weather conditions, such as storms, extremely low or high air temperatures, increasing global temperatures and rising global sea levels. Effects of climate change on weather and an increase in the number of adverse weather events can lead to an increase in flight delays and cancellations, affect the infrastructure availability, and, in the long term, reduce passenger traffic at tourist destinations.

In managing climate risks, Aeroflot Group relies on both the goals of the Paris Agreement and the Russian legislation regulating GHG emission reduction.

A key focus area is improving the efficiency of fleet operation to reduce the risks of excessive environmental impact and reduce the overall volume of GHG emissions.

Aeroflot Airlines has implemented and is operating the following key documents related to the improvement of energy efficiency tools:

> Corporate Greenhouse Gas Emission Management Guidelines;

> PJSC Aeroflot Energy Saving and Environmental Performance Programme until 2030.

Managing fuel efficiency is one of Aeroflot Group's top priorities. The use of modern aircraft reduces GHG emissions. Increased aircraft capacity and optimal load factors for flights help improve fuel efficiency and reduce the environmental footprint. Aeroflot Group develops a fuel efficiency and cost-cutting programme every year to further improve its fuel efficiency and reduce CO₂ emissions.

Quality Management System

PJSC Aeroflot has an integrated certified management system in place whose efficiency and performance are regularly validated by internationally recognised external independent auditors.

The management system has as its basic integrating element a guality management system (the "QMS") which has been internationally certified under ISO 9001 (Quality management systems) and registered under the IATA's industry programmes (IOSA - Operational Safety Audit) for many years.

Aeroflot Group's efforts to enhance the QMS are aligned with the development of a performance evaluation framework based on KPIs and assessment of compliance with internal and external management system standards both as part of IATA and SkyTeam alliance and within Aeroflot Group itself.

In accordance with the current international standards, PJSC Aeroflot QMS is a compliance tool to ensure the compliance of Aeroflot Group's operations with internal standards (quality, safety, product) and external regulations.

Aeroflot Group operates in accordance with national and international standards. As of 31 December 2021, these standards included:

- > International Standard for Quality Management Systems (ISO 9001);
- > IATA Operational Safety Audit (IOSA);
- > International Standard for Environmental Management Systems (ISO 14001);
- > International Standard for GHG Emissions Inventories and Verification (ISO 14064);
- > International Standard for Food Management Safety Systems (ISO 22000);
- > The EU CO₂ Emissions Trading System (EU ETS);



- > Carbon Offsetting and Reduction Scheme for International Aviation (ICAO) (CORSIA) (concerning the Company's emissions inventories and verification);
- > The European Union Aviation Safety Agency (EASA) Approval Certificate;
- > Bermuda Civil Aviation Authority (BCAA) Certificate of Airworthiness:
- > Internationally recognised tool for continuous monitoring and assessment of quality level and operational safety of outsourced ground operations providers (IATA pools). Includes the following audit programmes:
- ISAGO IATA Safety Audit for Ground Operations;
- IFQP IATA Fuel Quality Pool;
 - DAQCP De-icing/Anti-icing Quality Control Pool;
 - IDQP IATA Drinking-Water Quality Pool;
- > Federal Law No. 7-FZ dated 10 January 2002 On Environmental Protection.

1> 2> 3> 4> 5> 6> 7> 8> 9> Approach to Sustainability

AEROFLOT GROUP'S COMPLIANCE AND MANAGEMENT SYSTEMS CONTOUR AS OF 31 DECEMBER 2021



Anti-Corruption Policy

Aeroflot Group states zero tolerance for corruption¹ in any form and manifestation. The Group pursues an anticorruption policy aimed at preventing and countering corruption and is governed by Aeroflot Group's Anti-Corruption Policy and Code of Corporate Ethics.

The Anti-Corruption Policy is a key document in this area and is applied Group-wide. The list of rules contained therein meets the requirements of Russian and international standards and can be updated should the legislation change. In 2021, new provisions were defined in the document pertaining to the prohibition of bribery, the procedure for reporting on attempted, suspected or actual violations of anti-corruption standards and to counterparty due diligence.

The Group's anti-corruption efforts are also regulated by other local regulations that establish the procedures for resolving conflicts of interests, maintaining channels for reporting on preparation or commission of corruption offenses and for conducting awareness-raising activities for employees.

As part of the procedure for notifying about instances of corruption, Aeroflot Group companies guarantee:

- confidentiality in relation to the person who has notified about an instance of corruption in accordance with the legal requirements;
- > non-imposition of any sanctions against an employee who has reported, in good faith, corrupt acts by another company employee or by a counterparty, which became known to him/her, even if such acts are not supported by documents;
- non-use of any type of prosecution against employees who refused to commit such an offence or participate in it as an intermediary, even if the Company suffers a loss in business as a result of such decision.

¹ Abuse of official position, giving/accepting bribes, abuse of authority, commercial bribery or any other illegal use of a natural person of his official provisions contrary to the legitimate interests of society and the state in order to obtain benefits in the form of money, valuables, other property or property services, other property rights for themselves or for third parties, or illegal provision of such benefits to a specified person by other individuals.

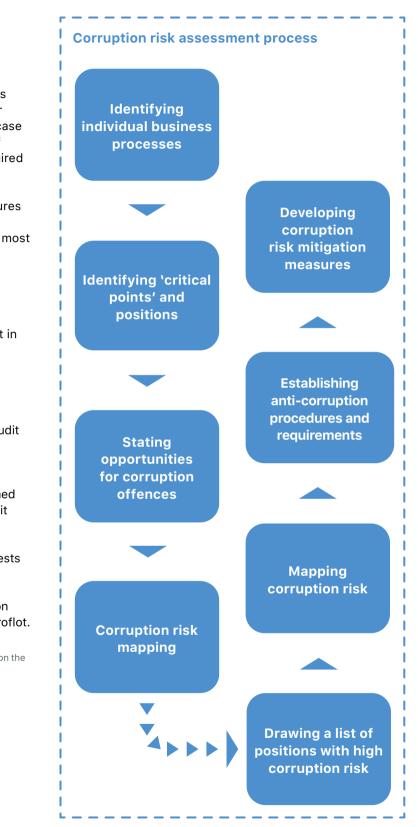
Aeroflot Airlines has Regulations on Resolving Conflicts of Interest, which regulates the general procedures for preventing conflicts of interest and the action plan in case they arise. Pursuant to the document, all employees of PJSC Aeroflot performing executive functions are required to annually submit conflict of interest declarations.

Aeroflot Group outlined a list of measures and procedures to help combat bribery. Regular risk assessments are conducted to identify the business processes that are most likely to lead to corruption offenses.

Local Regulation

- Regulations on the Settlement of Conflicts of Interest in PJSC Aeroflot
- > Anti-Corruption Policy of Aeroflot Group
- Regulations regarding the System of Provision of Confidential Information to the Board of Directors (Audit Committee of the Board of Directors) Hotline
- Procedure for notifying executive management of PJSC Aeroflot of the facts relating to any queries aimed at inducing the employees of PJSC Aeroflot to commit corruption offences
- Regulations On Anti-Corruption and Conflict of Interests Settlement Commission of PJSC Aeroflot
- Standard terms and conditions of the "Anti-corruption clause" section for contracts concluded by PJSC Aeroflot.

For more details on corruption combating, see the dedicated page on the website https://www.aeroflot.ru/ru-en/about/anticorruption



1> 2> 3> 4> 5> 6> 7> 8> 9> Approach to Sustainability

58

59

ANTI-CORRUPTION MANAGEMENT

The Board of Directors, the Management Board, the **CEO** and business units are responsible for combating corruption.



BOARD OF DIRECTORS

Authorised to identity key strategic areas of the Anti-Corruption Policy, adopt and approve amendments to it, as well as monitor the current results of the implementation and application of the Anti-Corruption Policy

CEO

Responsible for the overall coordination of policy implementation: approval of internal documents specifying activities within the Anti-**Corruption Policy, appointment** of business units and their key responsibilities

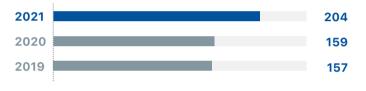


BUSINESS UNITS

Executive anti-corruption functions

The Group organises anti-corruption training for employees. Anti-corruption training is included in the mandatory induction briefing for all new team members, as well as for participants of special internships and employees promoted to certain positions. In addition, specialised seminars for business units are held regularly. Information is partially organised in the form of newsletters, including quick reference letters to Aeroflot's representative offices abroad with an explanation of anticorruption legislation applicable in relevant countries. Group companies' intranet contains self-study materials on anti-corruption. Individual written and oral anti-bribery advice is available for all Group employees.

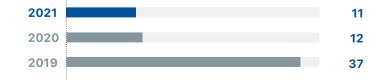
Total number of employees, who have completed training on anti-corruption policies and methods, people



Number of employees informed of the organisation's anti-corruption policies and methods, thousand people



Total number of the executive board members, who have completed training on anticorruption policies and methods, people



Aeroflot Group strives to form business relationships with counterparties who also adhere to the principles of honesty, integrity and lawfulness. Group companies are focused on working with suppliers, contractors and customers who comply with the Anti-Corruption Policy, value their own reputation and support anti-corruption efforts by implementing initiatives in their own operations. Procurement participants and current contractors are informed about rules of conduct and anti-corruption practices. Prior to concluding a contract, the level of trustworthiness and reliability of counterparties is assessed.

PJSC Aeroflot has the Hotline, a corporate vehicle of confidential reporting to the Board of Directors (its Audit Committee). The Hotline operates on a confidential and anonymous basis.

The Hotline is used to:

- > report violations of applicable laws or Aeroflot Group's executive documents and regulations on insider information and anti-fraud and anti-corruption policies by any employee and/or any member of the governing bodies or the body that supervises Aeroflot Group's financial and business operations;
- > report violations of the Code of Corporate Ethics of PJSC Aeroflot:
- > make proposals on the improvement of internal controls, including anti-corruption procedures.

A report on these matters can be submitted through the Feedback section of the Company's website.

For more details on corruption combating, see the dedicated page on the website https://www.aeroflot.ru/ru-en/about/anticorruption

For more details on the corpora PJSC Aeroflot 2021 Annual Report For more details on the Corporate Governance System, see



АНТИКОРРУПЦИОННАЯ ХАРТИЯ РОССИЙСКОГО БИЗНЕСА

Anti-Corruption Charter of Russian Business

PJSC Aeroflot, JSC Rossiya Airlines, JSC Aeromar, JSC Sherotel, LLC A-Technics and Aeroflot Aviation School are parties to the Anti-Corruption Charter of Russian Business. According to the Charter, participating companies shall undertake a number of anti-corruption measures, including effective financial control, openness and legitimacy of the policy, rejection of unfair preferences, distribution of information to combat corruption, cooperation with the state and HR management, including employee training.

 $\overline{}$

1> 2> 3> 4> 5> 6> 7> 8> 9> Approach to Sustainability

60



One of Aeroflot Group's key priorities is creating an effe dialogue with stakeholders.

Stakeholder relations are based on the principles of res of interests, openness and transparency of Aeroflot Gro

Materiality principle	The Group clearly ide
Completeness	The Group studies sta significant issues, as
Willingness to respond	The Group consistent

Sustainability Priorities

LONG-TERM DEVELOPMENT PROGRAMME

Long-Term Development Programme (the "LDP") was designed in accordance with Instruction of the President of the Russian Federation No. Pr-3086 dated 27 December 2013, and approved by PJSC Aeroflot's Board of Directors on 2 December 2014 (Minutes No. 8). The updated LDP for 2021–2025 was approved by PJSC Aeroflot's Board of Directors on 20 December 2021 (Minutes No. 7).

The LDP's key objectives are to:

- > ensure the Group's long-term sustainable development;
- > strengthen the competitive position;
- > create and develop a competitive edge;
- > improve performance and financial stability.

The LDP complements and expands the key strategic initiatives set out in Aeroflot Group's Development Strategy. LDP includes a list of key initiatives and key performance indicators (KPI) related to sustainable development, e.g. Flight safety level, Procurement from SMEs, etc.

AEROFLOT GROUP'S INNOVATIVE DEVELOPMENT PROGRAMME

Aeroflot Group has Innovative Development Programme, which also includes objectives related to sustainable development (improving energy efficiency and environmental performance, harmonising the Group airlines' route network etc.).

Aeroflot Group annually sets goals for each sustainable development aspect, such as Reducing fuel and oil consumption year-on-year. Progress in achieving the planned targets is monitored annually.

AEROFLOT GROUP'S

KEY STAKEHOLDERS

ective	business activities, regular interaction and compliance with commitments.
spect oup's	In its stakeholder engagement, the Group takes into account the principles and recommendations of AA1000SES standard.

entifies its stakeholders and knows which interests are material

akeholders' concerns and seeks to understand their perspectives on well as their needs and expectations

tly responds to all material issues of its stakeholders



The choice of the most effective channels and tools is determined by the goals and objectives of interaction and depends on the specific group of stakeholders.

Stakeholder engagement results in 2021

Aeroflot Group maintains continuous communication with

disclosure of information on all material corporate events,

reporting, roundtables, press conferences and meetings.

its stakeholders on all emerging issues. Key channels

of interaction with stakeholders are press releases,

Stakeholder eng	agement results in 2021			 Databook Meetings of Shareholders
Stakeholder	Main channels of interaction	Engagement results in 2021		
Customers	 Social networks Satisfaction survey Loyalty programmes Polls 	 Route network expansion. Flights to 68 Russian cities Aeroflot Airlines was recognised as the Best Airline in Eastern Europe and was among the top 25 best airlines at the Skytrax World Airline Awards 2021 Aeroflot Airlines was among the world's top 3 on-time airlines, according to the On-Time Performance Report Cirium analysis Flight programme for hard-to-reach regions (flat fares and subsidised services) 	Employees	 Voluntary reporting and processing system Personnel training Corporate media Collective bargaining agrees Trade unions Corporate events Talent pool system Meetings
Business partners	 Digital platform for interaction with suppliers Organisation of meetings Training sessions 	 Participation in the national project Small and Medium Enterprises and Support for Individual Entrepreneurial Initiatives Holding the first pitch-session of representatives of SMEs together with the Moscow Agency of Innovations (MAI) Meetings with the members of the pilot SME partnership programme Responsible Supply Chain Statement (as part of the Audit Programme Management Manual) 	Public	 Meetings and roundtables Press releases Reports Opinion polls
		 Addit Programme Management Manual) 24 training workshops for SMEs in the regions. More than 1,860 representatives of SMEs took part in training workshops 4.0 thousand contracts concluded with local suppliers 2.5 thousand contracts concluded with SMEs 	State and municipal authorities and administration bodies	 Reporting Meetings, roundtables, sem Public events with state authorities (conferences, forums) Working groups

62

Shareholders and

investors

S

 Organisation of face-to-face and online meetings Press releases IR website Publication of operating results, financial statements Mailing system Databook Meetings of Shareholders 	 The General Meeting of Shareholders, which addressed 11 matters 203 meetings with investors and shareholders Participation in 9 major conferences with investors and a non-deal roadshow 3 webinars for retail investors were held An updated page for retail investors on the Company's IR website was launched: https://ir.aeroflot.com/en/ sustainable-development/ PJSC Aeroflot scored 7++ on corporate governance rating according to the National Corporate Governance Rating
 Voluntary reporting and processing system Personnel training Corporate media Collective bargaining agreement Trade unions Corporate events Talent pool system Meetings 	 PJSC Aeroflot won Gold on Forbes ranking of Russia's best employers 24.2 thousand employees are covered by collective bargaining agreements
 Meetings and roundtables Press releases Reports Opinion polls 	 148 people with disabilities employed by Aeroflot Group companies 6.1 thousand new team members hired by Aeroflot Group companies Total amount of charitable expenditures was RUB 22.2 million Miles of Mercy campaign Environmental impact reduction Total amount of sponsorship expenditures was RUB 1.1 billion
 Reporting Meetings, roundtables, seminars Public events with state authorities (conferences, forums) Working groups 	 Participation in state programmes (e.g. the national project Education) Extension of communication channels with state authorities Repatriation flights

64









Children's in-flight

ΑЭΡΟΦΛΟΤ

-0 0

2020: 463

2021: 734

magazine circulation

Circulation of Aeroflot's in-house magazines, thousand magazines

ΑЭΡΟΦΛΟΤ

ELIXOA B CRET

2020: 240

2021: 330

Aeroflot in-flight magazine circulation



2020: 1.120 2021: 1,200

Aeroflot Premium in-flight magazine circulation

magazine circulation ΑΘΡΟΦΛΟΤ



Aeroflot Style in-flight

2020: 585 2021: 930

AEROFLOT'S CALL CENTRE

- > Reissue and refund of tickets due to travel restrictions
- > Selection of alternatives and suggestions for citizens' recreation and business trips
- > Issuance and use of e-vouchers and certificates provided to customers as alternative means of reimbursement for unused tickets during the COVID-19 pandemic
- > Required documents for international and domestic flights

Aeroflot's call centre provides 24-hour assistance to passengers on a wide range of issues.

CUSTOMER QUERIES TO CALL CENTRE IN 2021

- > ~ 6.7 million customer calls handled, up 2.4% year-on-year
- > The peak load was in June: the call centre processed ~ 859 thousand customer calls, which amounted to 13% of the total annual number of calls
- > Due to frequently changing restrictions introduced by countries, the most popular inquiry from passengers concerned ticket reissue. More than 14% of calls was connected with this issue
- > In addition to phone calls, specialists responded to more than 200 thousand e-mails with customer inquiries
- > Customers assessed 308 thousand inquiries. As part of the CSAT-survey, more than 92% of customers who contacted the call centre highly rated the service quality (4 or 5 on a 5-point scale). The relevant industry standard cites 'over 85%' as a customer satisfaction target

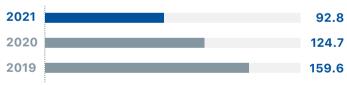
Customer Complaints

Aeroflot Group pays particular attention to the analysis of customer feedback. In 2021, Aeroflot Group processed 92.8 thousand customer inquiries, down 25.6% year-on-year. The decrease is due to the higher number of inquiries made in 2020 because of the COVID-19 restrictions.

and Rossiya airlines, together with the consulting firm Customer inquiries are received via a variety of channels: Bain & Company, conducted a systematic assessment of a feedback form on the website, passengers' contacting a representative office, paper correspondence, customer customer loyalty. feedback book on board, e-mail and the CEO's open line. All inquiries are registered in the unified CRM system, where the processing of an inquiry continues, a responsible **Net Promoter Score (NPS)** officer is appointed and an investigation is conducted. Depending on the results of the investigation, elements that need improvement in the service or employee errors may be identified. Later, an analytical dashboard is used to systematise data on the handling of customer inquiries and the results of the inquiry analysis. Both the pre-configured and individual reports can be made, depending on the stated needs of management and business units of the Company.

Other Aeroflot Group airlines have a similar system for handling customer complaints. Application software and internal procedures may vary.

Number of processed customer complaints¹, thousand



The main reasons for complaints are related to the gap between the service and passengers' expectations, flight cancellations/delays and issues with baggage.

```
Data include PJSC Aeroflot, JSC Rossiya Airlines and LLC Pobeda
Airlines, JSC Sherotel
```

65

Customer Satisfaction Analysis

customer satisfaction.

Aeroflot Group airlines conduct an annual analysis of

In 2021, despite the ongoing COVID-19 pandemic, Aeroflot

Company	NPS	Number of respondents
Aeroflot Airlines	75% (+2 p. p. compared to 2019)	8.0 thousand
Rossiya Airlines	58% (+14 p. p. compared to 2019)	2.1 thousand



124.7 159.6

Aeroflot Bonus Frequent Flyer Programme

In 2021, Aeroflot Group continued to develop the Aeroflot Bonus frequent flyer programme for passengers.



Aeroflot Bonus members by level, %

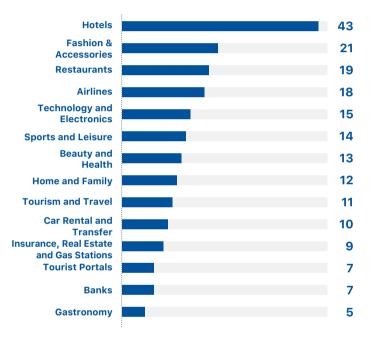




Aeroflot Bonus members, million people



Number of Aeroflot Bonus programme partners as of the end of 2021, companies



In 2021, 45 new partners joined.

Number of the Corporate Loyalty Programme members, thousand companies





INCREASING THE FREQUENT FLYER LOYALTY
PROGRAMME APPEAL IN THE PANDEMIC:
LOWERING THE QUALIFICATION FOR THE
PROGRAMME'S ELITE LEVELSPECIAL CONDITIONS OF ATTAINING ELITE
LEVELS UNDER PARTNER PROGRAMMES
In order to encourage frequent flyers, as well as promote

In 2021, a lower qualification for the elite level was implemented to support and encourage flight activity: 20% fewer qualifying miles and flight segments¹ were required than before.

2021 Qualification Conditions:

- Silver Level 20 thousand qualifying miles or 20 flight segments;
- Gold Level 40 thousand qualifying miles or 40 flight segments;
- Platinum Level 100 thousand qualifying miles or 40 business class segments.

This resulted in 105.7 thousand members being qualified for a new elite level under discounted qualification conditions.

A flight segment corresponding to one flight coupon of the ticket. segment is not counted for promotion to the elite level.

66

67

In order to encourage frequent flyers, as well as promote their use of co-branded bank cards and generate additional income, the special conditions of attaining elite levels were extended for 2021:

- to upgrade to the Silver Level, 15 thousand qualifying miles and 30 thousand non-qualifying miles for transactions using co-branded payment cards with the programme's partner banks were to be earned during the calendar membership year (from 1 January to 31 December 2021);
- to upgrade to the Gold Level 30 thousand qualifying miles and 70 thousand non-qualifying miles for transactions with co-branded payment cards with the programme's partner banks;
 - to upgrade to the Platinum Level 70 thousand qualifying miles and 150 thousand non-qualifying miles for transactions with co-branded payment cards with the programme's partner banks.

This resulted in 8.5 thousand members being qualified for a new elite level under discounted qualification conditions.

OUR RESPONSE TO COVID-19

Maintaining Operational and Financial Stability of the Company	
Employees Support	
Passenger Protection	
Community Support	

TOKAREVSKY LIGHTHOUSE, SHKOT ISLAND, VLADIVOSTOK, RUSSIA



2021 HIGHLIGHTS 3 GOOD HEALTH -/w/ • **84.9% ● 30.7 822.5** million doses of PJSC Aeroflot's tonnes personnel were of vaccines total weight of vaccinated against were transported by transported COVID-19¹ Aeroflot and Rossiya vaccines Airlines

In March 2020, the World Health Organization declared a pandemic caused by the SARS-CoV-2 coronavirus. The rapid spread of a new coronavirus infection has had a significant impact on the aviation industry and the Group's business processes. The pandemic had a significant impact on Aeroflot Group throughout 2020 and 2021.

All necessary measures to combat the coronavirus were taken by Aeroflot Group in a timely manner with a focus on protecting and maintaining the health of the Group's passengers and employees, as well as mitigating the negative impact of the pandemic on business. Particular attention was paid to initiatives aimed at recovering its traffic volumes and financial results.

AEROFLOT SK۱

As of 31 December 2021.

Maintaining Operational and Financial Stability of the Company

Although Aeroflot Group's unconditional priority was to protect health of its passengers and employees, maintaining the Group's financial stability also became one of its primary objectives in the changed business environment. The Group stood by its financial commitments to its passengers and counterparties with full responsibility. In 2020, the focus was on urgent measures to reduce cash

Group's Key Response Measures to Pandemic in 2020-2021

In terms of revenue	Capacity supply management to maximise seat load factors and minimise losses	Passenger load factor: 74.2% in 2020 80.3% in 2021
	Enhancing operations in new markets, including international markets open to tourism	Launch of a flight programme from the regions to the resorts of southern Russia New flights to Cancun, Punta Cana, Seychelles and other tourist destinations
	Focus on the domestic market – a significant increase in capacity	In 2021, domestic flights carried 37.3 million passengers, up 15.3% from 2019
	Development of cargo operations	In 2021, revenue amounted to RUB 34.4 billion (+78.4% vs 2019)
	Proactive recovery of international flights	By the end of the year, 48.2% of the Group's capacity of 2019 was recovered ²
In terms of sill expenses and cash	Decrease in non-production expenses and subsequent expense control during operations recovery ³	In 2021, expense growth rate was down by 36.7 p. p. as compared to revenue growth rate
flows	Reduced capitalised expenditure ⁴	In 2021, capitalised expenditure was down by 12.6% year-on-year
	Negotiations with suppliers and restructuring of lease payments	In 2020, lease payments decreased by RUB 44.4 billion
S= In terms of S= funding	Additional debt raise	Government guarantees for loans: RUB 70 billion in 2020 (for a sample in 2020 and 2021), RUB 46 billion in 2021
·····	Equity capital raise	Share placement (SPO) for RUB 80 billion in 2020

Data for December 2021. Aeroflot Group data for 2019 excluding the results of Aurora Airlines. Aeroflot Group's 2020 results include those of Aurora Airlines, which was part of Aeroflot Group until 25 December 2020.

⁴ Excluding capitalised repair expenses.

71

70

outflows, including by optimising costs, improving liquidity and eliminating cash shortages to meet the Company's commitments, while in 2021, once its position stabilised, the Group's focus shifted to proactive measures to recover flights, including in segments and markets where the Group had not previously operated or had a limited presence.



Employees Support

In 2020, in order to ensure safety and protect health of employees the main part of the Company's head office personnel (1.7 thousand employees) was shifted to remote work. Full access to the Company's information systems was arranged. In 2021, the number of employees who work remotely was continuously changing throughout the year and on average amounted to 1.2 thousand people¹, depending on the epidemiological situation, with a predominantly hybrid work model.

As the airline industry's profile prevents from shifting a significant number of employees to remote work, including the most numerous categories of personnel such as flight attendants, pilots, ground production personnel, and check-in desk workers, employees who remained on-site were provided with personal protective equipment and underwent regular medical examinations and tests. In addition, disinfectants for employees and passengers were placed at the entrance to each flight to prevent the spread of the coronavirus infection.

Aeroflot Group pays great attention to informing its employees about COVID-19 coronavirus infection prevention measures, emphasising the importance of vaccination. Aeroflot Group supports and encourages the vaccination of employees and passengers against COVID-19. Online events with leading medical experts were held for employees, which resulted in employees receiving answers to relevant questions about COVID-19 and vaccination. In addition, the Company implemented an initiative to extend vacations for vaccinated employees. All the above initiatives resulted in 84.9% of the average headcount¹ being vaccinated as of 31 December 2021. State authorities of the Russian Federation gave a positive assessment of Aeroflot Group's efforts to combat COVID-19. For example, Aeroflot's medical centre employees' performance was noted not only by the Company's management, but also by the Ministry of Transport of the Russian Federation. In June 2021, six employees of Aeroflot's Medical Centre received awards from the Russian Ministry of Transport and 17 employees received corporate awards from Aeroflot for their significant contribution to combating the spread of COVID-19. In addition, 133 Aeroflot employees were given corporate awards for their great personal contribution to ensuring work on refunds via cash and e-vouchers for cancelled flights and for their high performance during the COVID-19 pandemic.

Passenger Protection

In response to the COVID-19 pandemic, Aeroflot Group and its Sheremetyevo base airport secured the coordinated implementation of comprehensive measures to create and maintain a safe environment for all passengers and staff. The risk of coronavirus infection was minimised at all stages of the journey: on the ground and in the air, including the connecting flights.

Aeroflot Group significantly modified its passenger service procedures to ensure safety during flights. In particular, the SkyCare&Protect pledge adopted by Aeroflot Group in 2020 successfully continued in 2021 to protect the health of Aeroflot Group passengers and employees. SkyCare&Protect integrates safety practices used by participating airlines and reflects recommendations from health and industry authorities, including ICAO, IATA, and the U.S. and European Union Centres for Disease Prevention and Control. In 2021, this initiative comprised 22 principles based on five levels of protection to enhance personal safety at every step of the journey².

Aeroflot Airlines was certified with the highest (5-Star) rating for COVID-19 airline safety introduced by Skytrax (COVID-19 Airline Safety Rating). The company was evaluated over a number of indicators, specifically in terms of improving hygiene practices as well as implementing new systems since the start of the COVID-19 pandemic³.



75

SAFE TRAVEL WITH AEROFLOT GROUP

AIRPORT

Check-in and Waiting

9 Contactless self-service baggage check-in are available at some airports

(PPE) is mandatory for airport

personnel.

Special floor markings at airports are used to maintain social distancing (1.5–2 metres).

 $(\rightarrow$ Personal protective equipment increased

Clear protective screens between the airport staff and passengers are used to ensure additional distancing.

The frequency of disinfection of all surfaces and equipment was

The airport has automatic contactless sanitisers and hand sanitisers.

-1--

FLIGHT PREPARATION

Informing passengers

Regular updates about COVID-19 and changes in customer service, restrictions and requirements for passengers entering countries to which flights have resumed, general requirements for PCR tests for international passengers and restrictions in Russia can be found on the Aeroflot website: www.aeroflot.ru/ru-en/covid-19.

The page also has links:

to the page of the Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing (Rospotrebnadzor) website with a list of laboratories approved to conduct the test to the coronavirus infection in Russia:

to the SkyTeam Testing Labs Locator website page with a Θ list of laboratories where passengers can be tested for the coronavirus infection on the Travel Restrictions Map.

Informing about the latest requirements for travellers and personal protective equipment to be worn just before the flight. Information is provided in the e-ticket, as well as by push-notification at the beginning of boarding.

Online check-in

In 2021, 53.1% of Aeroflot Group passengers¹ used online check-in, minimising contact with airport staff and touch-screen surfaces.

Data on passenger check-in obtained from the SABRE SSCI system for Aeroflot, Rossiya and Pobeda airlines (does not include information on interline ticket sales and check-in at airports where SABRE SSCI does not operate).

"SU1134 now boarding, gate 101, transfer by bus. The aircraft was disinfected. Please remember to wear masks and gloves during the entire flight".

AEROFLOT

BOARDING

Markings indicating a safe distance were established to help secure the social distancing

Contactless boarding services are available at some airports.

Check of required flight documents (such as COVID-19 PCR tests and vaccination certificates) and temperature checks if required on international flights.

 \ominus

B

 (\rightarrow)

 \ominus

ON BOARD

θ

· /

All Aeroflot Group's aircraft are disinfected before each flight and carry out additional preventive disinfection once a week.

Passengers and the staff should wear a protective mask during the entire flight.

HEPA filters are used onboard Aeroflot Group's aircraft, ensuring removal of over 99.9% of particles, including bacteria and viruses. Cabin air is completely changed every 2-3 minutes.

Movement of passengers in the cabin is restricted during the flight.

High-touch areas on board are cleaned more intensively

Instructions and procedures for flight attendants were developed in case a passenger with symptoms of the disease is detected.

Providing additional information to passengers onboard about the need to use PPE, as well as maintaining social distance at all points of contact.

Antiseptics or disinfectant wipes are available to customers upon request when entering the aircraft and during the entire flight.

Additional masks are available onboard to passengers upon request, and on flights of three or

more hours, a centralised collection of used masks is provided every three hours of the flight, and new masks are provided upon request.

Toilet rooms are equipped with dispensers with antiseptic soap

Up-to-date information about changes related to COVID-19 is posted on the airline's official website.

INTERNATIONAL AIRPORT SHEREMETYEVO

Vaccination of employees

Airport staff undergoes

decontamination system

in airport health centres

against COVID-19

a mandatory body

Use of the 'Potok'

(Stream) air

temperature checks

before starting work

ADDITIONAL PASSENGER PROTECTION MEASURES OF **AEROFLOT GROUP AND SHEREMETYEVO INTERNATIONAL** AIRPORT



Vaccination of employees against COVID-19 (84.9% of Aeroflot employees were vaccinated)



All Aeroflot crew members received additional training to be prepared in case passengers show symptoms of acute respiratory viral infections during the flight

The number and visibility of branded stands with information about measures to combat COVID-19 were increased

PASSENGER PROTECTION TECHNOLOGIES

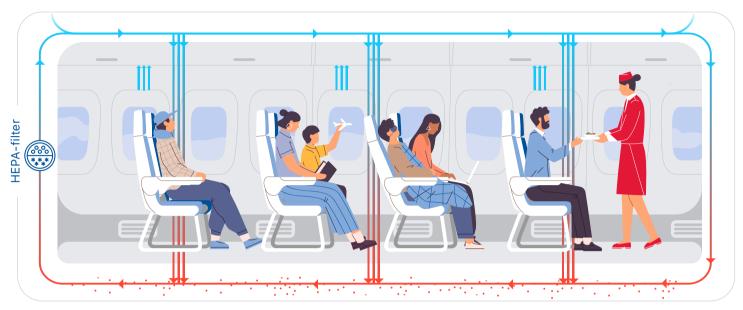
Aircraft air filters are one of the main factors that ensure epidemiological safety when travelling. All Aeroflot Group's aircraft are equipped with HEPA filters, as the most advanced air purification technology. Cabin air supply and filtration system operates based on a constant supply of fresh air from outside the aircraft and mixing this air in almost equal proportion to the air passing through the filters (the rest of the air is discharged from the aircraft). Due to constant air recycling, the air in the cabin is completely refreshed every two-three minutes and becomes almost sterile, with virtually no chance of infecting passengers and the crew. In addition, several factors reduce the risk of infection: the air in the cabin moves from top to bottom in a transverse direction, within a single block of seats, and the seats act as natural barriers between passengers, while passengers stay in one place most of the time during the flight.

To ensure safety during the flight, non-contact temperature control when entering the aircraft and screening of required documents for international flights were arranged. Along with these initiatives, Aeroflot Group continues testing and implementing new advanced solutions. Aeroflot Group is the first company in Russia to start testing of the IATA Travel Pass application, which carries all relevant information on passenger health, including the results of PCR tests for COVID-19. A total of 5 thousand bonus miles were credited to passengers who used the app during the testing period from July 19 to August 19.

IATA Travel Pass is a mobile app developed by IATA for international travels to synchronise rules and medical document checks when crossing borders during the pandemic. The application includes four modules that help prospective travellers get information about entry requirements, find data on testing and vaccination centres at their point of departure, receive a certificate of PCR testing and/or vaccination and later present it to airlines and regulatory agencies.

AIR FILTRATION IN AIRCRAFT

Fresh air from outside and purified cabin air



Cabin air





COMBATING THE COVID-19 PANDEMIC

Dogs of a special breed, a jackal-dog hybrid, helped to detect passengers and employees infected with COVID-19. Aeroflot Group's dog handlers were trained to detect coronavirus in biomaterial from an infected person.

For a complete list of activities implemented to limit the spread of COVID-19, please see the dedicated COVID-19 related updates page on the website under Your Health Care Programme.

For more details, see the Aviation and Transportation Security section

76

In 2021, there was a free

COVID-19 vaccination

zone, as well as paid

express PCR testing

and antiseptic sales

were organised via

pharmacies and vending

zones

Mask, glove,

machines

77





reducing direct contact

due to seat layout and rear seat back acting as a barrier

Being aware of the importance of vaccination, Aeroflot Group not only regularly informed passengers about availability of vaccination to protect their health, but also took proactive steps to encourage passengers to get vaccinated. In May 2021, the Miles for Vaccination Campaign was launched to reward participants of Aeroflot Bonus programme, and the first 10 thousand passengers who had been vaccinated against coronavirus received 10 thousand miles. Initially, the campaign was supposed to last until the end of 2021, but passengers showed more activity, and on 8 October 2021, the 10-thousandth passenger received miles for the vaccination.

1> 2> 3> 4> 5> 6> 7> 8> 9> Our Response to COVID-19

Community Support

The coronavirus pandemic has exposed aviation businesses to new challenges, not only in terms of ensuring safety and health of their employees and passengers, but also in terms of air travel restrictions. Therefore, new technologies were promptly introduced to improve the quality of service. A system of non-monetary air ticket refunds was implemented with e-vouchers generated automatically via the Company's website.

Aeroflot Group paid particular attention to the organisation of special repatriation flights for Russian citizens. The large-scale repatriation programme was active at the beginning of the pandemic in 2020, when 462 flights were made from 48 locations abroad. Over 89 thousand Russians returned home by Aeroflot Group flights. In 2021, the Group arranged repatriation flights from Turkey and Nepal during the period of restricted air traffic between the countries.

SPUTNIK V VACCINE SHIPMENTS

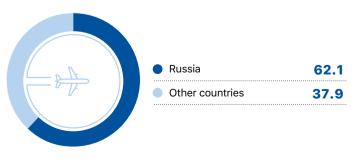
In the face of the COVID-19 pandemic, the demand for medical shipments has increased significantly. Aeroflot Group carried drugs, medicines, medications, medical equipment and personal protective equipment (protective masks, clothing, etc.). With the advent of the new coronavirus vaccine Sputnik V, the Group began delivering it to various regions of the Russian Federation and abroad. The transportation programme started in December 2020.

Aeroflot Group's aircraft have climate control systems in the baggage and cargo compartments, which help maintain the temperature required to preserve drug efficacy. Aeroflot implemented a dedicated Customised Vaccines cargo product to identify and control vaccine shipments, with the special code '700' assigned to indicate the shipment of particular value.

In 2021, the Group shipped vaccines as a participant of the V Excellence programme launched by the SkyTeam Cargo global alliance. The programme brings together 12 cargo air carriers who are committed to help the world's population in these difficult times by delivering vaccines to various cities around the world.

In the reporting period, Aeroflot and Rossiya airlines shipped 30.7 million doses of vaccines, with a total weight of 822.5 tonnes. The main destinations in Russia were Vladivostok, Khabarovsk, Surgut, Yuzhno-Sakhalinsk, Kemerovo, Petropavlovsk-Kamchatsky, Arkhangelsk, Murmansk, Perm, Abakan, Tomsk, Novosibirsk and Ufa. Shipments were also made to countries that had shown interest in the Russian vaccine, including Serbia, Armenia, Uzbekistan, Azerbaijan, Kazakhstan, Egypt, and Latin American countries. 37.9% of vaccine doses delivered were sent abroad.

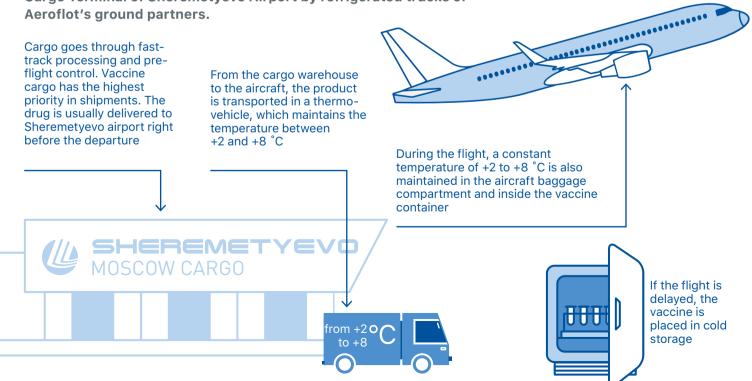
Vaccine shipments within Russia and to other countries, %



AEROFLOT VACCINE SHIPMENT TECHNOLOGY

The vaccine is delivered in special thermal containers to the Moscow Cargo Terminal of Sheremetyevo Airport by refrigerated trucks of Aeroflot's ground partners.





78

79

ECONOMIC DEVELOPMENT OF RUSSIA AND ITS REGIONS

Ask. Ilin

91.

Air Connectivity Low-Cost Air Travel Flight Programme for Remote Regions Russian-Made Fleet Utilisation Aeroflot Group's Contribution to Creating Jobs

Carl State of the state of the

A CO. P. C. Martin at

111111-111

authorite and

KORYAKSKY VOLCANO, KAMCHATKA REGION, RUSSIA



ECONOMIC DEVELOPMENT OF RUSSIA AND ITS REGIONS

2021 KEY HIGHLIGHTS

• **2.6** million passengers carried under the flat fare programme



and Blagoveshchensk were launched in 2021



RUSSIA - AEROFLOT GROUP FLIGHT DESTINATIONS



Flat fare routes

Aeroflot Group's extensive route network contributes Air travel contributes to the development of business, to the national and regional economic development. implementation of development projects, creating Affordable air travel offers people an opportunity to enjoy opportunities for small and medium-sized enterprises, new experiences, take a rest, improve their health and ranging from small crafts and souvenir producers to other meet with relatives and friends while also stimulating the businesses, including cabs, retail, restaurants, tourism improvement of well-being of the cities and towns visited. businesses, etc.

Air Connectivity

Russia's geography is characterised by vast distances between cities. Distance, the existing infrastructure of ground transport, the required time to cover distances and the geographical features of territories make air transport virtually the only possible and efficient type of transport available for ensuring air connectivity of the Russian regions.

A number of destinations within Aeroflot Group's route Aeroflot Group makes an important contribution to the network were not served by any other air carrier before national social and economic development by linking 66 Aeroflot Group launched its flights. First and foremost, Russian cities¹ to Moscow. In 2021, the Group also developed this applies to Pobeda Airlines, the Group's low-cost carrier, a flight programme from regional centres to cities of with as much as 36.4% of its routes not served by any other Russia's southern tourist cluster. The programme allows airline. At the same time, Pobeda Airlines provides a low-cost for convenient travel from Russian regions to resorts in the service and offers fares that are lower by 40.9% compared to south of Russia and the Black Sea, bypassing transfer in other airlines in the Group². Moscow.

NEW HUB OF AEROFLOT GROUP IN KRASNOYARSK



In 2021, the second hub of Aeroflot Group was launched in

Krasnoyarsk.

Krasnovarsk International Airport is one of the most important air hubs in Eastern Siberia, playing an important role in the development of the region's economic and trade relations.

83

The Group uses a multi-brand model with Aeroflot and Rossiya network carriers providing high frequency and connectivity to multiple destinations within the hubs at Moscow Sheremetyevo and Krasnovarsk airports, as well as the base in St. Petersburg.



Airport Passenger Traffic:

66 cities are connected to Moscow by direct flights, while 68 cities are in the network of the Group as some cities are connected to Moscow via hub in ² Estimated on the basis of yields per passenger kilometre. The indicator does not include the differences in the structure of the Group's airline network.

Krasnovarsk

Low-Cost Air Travel

Low-cost air travel is an important factor in increasing the mobility of the population. Opportunity to travel and affordable flights, backed by multiple factors, including reasonable pricing allow customers to use air services for recreation, meeting with relatives and business talks. Whatever the purpose, any trip is a source of new ideas and impressions, an opportunity for having meaningful communication or just getting a rest, which can help you on the way to new goals and accomplishments in life. This is the important social mission of Pobeda Airlines as a low-cost carrier, its impact on the citizens' quality of life.

Russia: Distances and Destinations

Distance between the capital and

635 km

the second largest city:

Moscow - St. Petersburg

Russia's geography is characterised by vast distances between cities, which is why enhancing air connectivity for residents of social, economic, tourist and cultural centres, as well as remote and hard-to-reach areas, is an important task for the Group.

A significant number of people in Russia, as well as in neighbouring countries, such as the CIS, have an income level that limits their ability to travel. Thus, according to the Federal State Statistics Service (Rosstat), wages in Russia amounted to RUB 56.5 thousand¹ in 2021, and travel expenses amounted

Distance between the capital and the furthest city of mid-haul flights: Moscow – Petropavlovsk-Kamchatsky

6,780 km



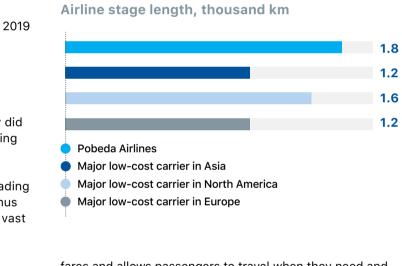


to only 3.2%² as at the end of 2021. Therefore, Russian residents travel no more than once a year on average (in 2019 air mobility of the population was 1.0³ flight per resident annually in general and 0.5⁴ on domestic routes).

That is why the development of low-cost air travel by Pobeda Airlines in Russia has a positive social and economic impact, allowing passengers who previously did not have such opportunity to travel by air, thus improving the quality of life of the population.

Stage length of Pobeda Airlines exceeds that of the leading low-cost carriers in other parts of the world by 30%, thus reflecting the extension and geography of Russia with vast distances between key cities.

Pobeda Airlines route network in 2021 comprised 121 destinations (including 44 not covered by the Group's other airlines). The main goal of the Group's low-cost segment is to enhance population mobility on the back of efficient low-cost business model that provides affordable



fares and allows passengers to travel when they need and want. For this purpose, the Company creates direct links between regions and the capital, as well as new routes between regions, replacing the frequencies of other Aeroflot Group's airlines while implementing its strategic goals.

Preliminary data of the Federal State Statistics Service 'Average Monthly Nominal Accrued Wages of Employees in the Economy of the Russian Federation'. According to the Ivanov Consumer Confidence Tracker as at the end of 2021. A survey of the pan-Russian consumer conducted by Sberbank CIB (Ivanov is a Russian citizen with an average income who lives in a city with a population of 100 thousand or more).

According to the Transport Strategy of the Russian Federation until 2030 with a forecast for the period up to 2035 (approved by Executive Order of the Government of the Russian Federation No. 3363-r dated 27 November 2021).

Data for 2019 was calculated using Aeroflot methodology. Data for 2019 is presented as pre-covid statistics better reflects market structure and configuration.

1> 2> 3> 4> 5> 6> 7> 8> 9>

86

87

Pobeda Airlines' achievements in enhancing air connectivity





ESG Profile: Low-cost capacities on domestic massdemand routes

Contribution to the society: Affordable recreation for all social groups



212 thousand people





Dubai

ESG Profile: Ensuring affordable international flights

Contribution to the society: Ensuring cultural exchange between countries and diaspora ties



14 thousand people

ESG Profile: Low-cost capacities for popular international destinations

Contribution to the society: Improving the affordability of seaside recreation for residents of northern cities



🕅 28 thousand people

Opportunity to travel by air for residents of Russian regions and neighbouring countries with relatively low incomes



Promoting cultural ties between Russia and foreign countries

Other positive effects of **Pobeda Airlines' activities**



Opportunity for passengers to visit their relatives and friends more often

of Russia and its Regions

Flight Programme for Remote Regions

To improve connectivity of remote and hard-to-reach Russian regions and enhance population mobility, Aeroflot Group operates a flat fare programme, as well as offers tickets at subsidised rates for certain categories of passengers. The flat fare programme run and financed by Aeroflot Group is an additional driver of regional economic development.

FLAT FARES

- ightarrow All economy class passengers on the flight
- Aeroflot Group finances and operates the programme
- Group's contribution to mobility and accessibility

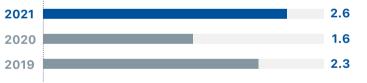
SUBSIDISED SERVICES

- Certain social groups and residents based in remote regions
- Aeroflot Group operates the programme with the financial support of the state
- Sovernment's contribution to mobility and accessibility

FLAT FARES

The flat fare programme is being implemented as part of Aeroflot Group's policy to provide affordable tickets for remote regions of the country, primarily for the Far East. This programme allows passengers of any age and residence region

Number of passengers under the flat fare programme, million



Flat fare traffic structure by airlines in 2021, %

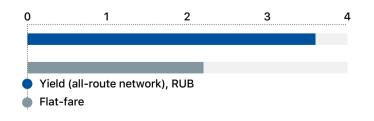


to purchase economy class tickets at a fixed rate irrespective of the date of purchase, since the destinations included in the programme offer uniform fares, that remain unchanged as the date of departure approaches. Aeroflot Airlines launched the programme in 2015, with Rossiya Airlines joining the programme in 2018.

Structure of passenger traffic in 2021, %



Average yield comparison: Russian Far East vs entire network¹, %





These fares are used for flights to cities in the Far East, Kaliningrad and Simferopol, a total of seven points in the route network. These fares are especially important for the Far East, which is a nine-hour flight away from Moscow: the flat fare for these destinations is lower than the Group's average fare for a comparable network, and thus it is a social investment in the development of the Far East. In 2021, Aeroflot and Rossiya flights carried 2.6 million passengers under the flat fare programme, up 62.1% year-on-year.

Programme for residents of the Far Eastern Federal District

Requirements for participation	Citizens of the Russian Federation with permanent residence registration in the Far Eastern Federal District	

89

88

SUBSIDISED SERVICES

Aeroflot Group has a programme of subsidised services, which allows certain groups of Russian citizens to buy tickets at a reduced price. Aeroflot Group implements two programmes within this area: The programme for residents of the Far Eastern Federal District and the programme for Privileged Categories of Citizens.

Programme for privileged categories of citizens

Citizens of the Russian Federation:

- under age 23 and over age 60 (over age 55 for women)
- persons with disabilities (degree I) of any age;
- persons with lifelong disabilities (degree II and III);
- persons accompanying a disabled person (degree I) or a disabled child;
- persons who have a large family certificate or other documents confirming the status of a large family in accordance with the procedure established by laws and regulations of the constituent entities of the Russian Federation

Russian-Made Fleet Utilisation



The operation of Russian-made aircraft is Aeroflot Group's contribution to the development of modern high-tech aircraft engineering in Russia. Rossiya Airlines is the centre of expertise and development of Russian fleet in the Group.

Aeroflot Group significantly contributes to the development of modern high-tech aircraft engineering in Russia, being the main operator of modern Russian-made aircraft. The Group already has 76 SSJ100s in its fleet.

Expenditures on leasing Russian-made aircraft are an industry-specific investment by the Group in the development of modern aircraft-engineering technologies in Russia.

In addition to aircraft leasing, the Group incurs costs for maintaining airworthiness, as well as aircraft maintenance and repair, including staff costs for specialists and service companies, thus contributing to the development of local expertise in highly skilled areas of service operations.

27 \ominus SSJ100 aircraft entered the Group's fleet over three years

• 76 SSJ100 aircraft in the Group's fleet as of 31 December 2021

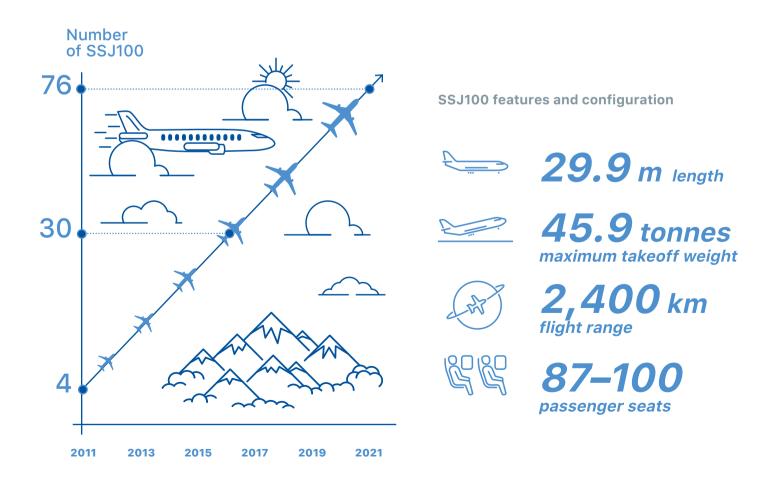
235 Θ SSJ100 aircraft and the MC-21 are planned to be put into operation according to the Strategy

SSJ100 and MC-21 are the Θ basis for the fleet evolution of Rossiya Airlines

SSJ100 is a short-haul, narrow-body passenger aircraft designed for regional traffic. This type of aircraft is mainly used by Rossiya Airlines. The aircraft is used predominantly in 87-seat configuration, with 12 seats in business class and 75 in economy class.

Since 2021, Rossiya Airlines began receiving aircraft in the 100-seat economy class configuration, which are designed to operate in the markets with increased aircraft capacity allowing for both an optimal economic result of the flight and the affordability of air travel service.

Growth of SSJ100 number in Aeroflot Group fleet



MC-21 is a Russian medium-haul narrow-body passenger aircraft. Aeroflot Group has a firm contract for 50 aircraft of this type.

In 2021, Rossiva Airlines began preparing for the operation of MC-21 aircraft. The company initiated activities to train cockpit and cabin crews, organise maintenance, finalise IT systems, obtain approvals and develop a model for performing maintenance at airports in the potential route network of the new aircraft.

1> 2> 3> 4> 5> 6> 7> 8> 9>

Key milestones in the utilisation of the modern Russian fleet by Aeroflot Group

SEPTEMBER 2021 • Rossiya Airlines started operating

SSJ100 single cabin aircraft

JULY 2021 •

At the MAKS 2021 International Aviation and Space Salon, Rossiya Airlines signed a contract for the delivery of 15 SSJ100 aircraft of alleconomy class (single-class with 100 seats)

SEPTEMBER 2018 •

Aeroflot Group and United Aircraft Corporation signed an agreement for the delivery of 100 SSJ100 aircraft

100 SSJ100

JUNE 2018

Aeroflot's Annual General Meeting of Shareholders approves the MC-21 aircraft leasing deal

AUGUST 2016

Aeroflot and Sukhoi Civil Aircraft Company announced the fulfilment of the firm contract for the delivery of 30 SSJ100 aircraft and started to implement the deliveries under the option for 20 additional aircraft

DECEMBER 2005

Aeroflot Airlines signed the first contract for delivery of 30 SSJ100s of regional class

DECEMBER 2020

MAKS 2021

The transfer of SSJ100 from Aeroflot Airlines to Rossiya Airlines' fleet started. Pursuant to the Group's strategy, Rossiya Airlines is the centre of competencies for operating Russian fleet. All new SSJ100 are delivered to **Rossiya** Airlines

ROSSIYA AIRLINES centre of competence as a Russian aircraft operator

JUNE 2011

Aeroflot Airlines received the first SSJ100 aircraft named after the outstanding Soviet pilot Mikhail Vodopyanov. The first flight was performed on the route Moscow - St. Petersburg

• FIRST FLIGHT

MOSCOW - ST. PETERSBURG





THE ROLE OF AIRLINES IN CREATING EMPLOYMENT IN THE ECONOMY

Direct impact

- Airports (management, operations)
- Airport services (retail, restaurants, hotels, car rentals, catering, handling, security, supervision)

Indirect employment (airline industry supply chain)

- Suppliers of goods and services (food, construction companies, transport)
- Food products

Impact on tourist destinations (spending by travellers)



92

Direct employment (airline industry in a broad sense)

Airline

Providers of specialised services (offices, sales, agents, booking systems)

Aircraft equipment manufacturers (aircraft, engines, components, support centres)

Air navigation (control, dispatchers)



Manufacturers of goods (components, goods)

Service providers (accounting and audit, legal services, IT)

Induced effect (spending by industry and supply chain employees)

Non-food products

 Services, transportation, accommodation, recreation, taxes

Wide impact of the airline industry on other sectors of the economy



1> 2> 3> 4> 5> 6> 7> 8> 9>

of Russia and its Regions

94

95

Aeroflot Group's Contribution to Creating Jobs in the Economy

Aeroflot Group benefits its stakeholders by creating value and distributing it. The Group strives to increase the value created and distributed, thereby increasing its contribution to society and sustainable development practices within the Group.



An important benefit of Aeroflot Group's activities for the society and economy is the creation of a wide range of new jobs, both directly (in the Group companies) and indirectly (creation of jobs by economic agents in related industries – airports, fuelling complexes, maintenance – to support airlines' operations), and the induced effect on job creation and sustenance.



Aeroflot Group's headcount

NUMBER OF JOBS CREATED IN OTHER INDUSTRIES AS A RESULT OF THE GROUP'S OPERATIONS¹

Direct impact on employment

750 jobs per million passengers need to be created, according to ACI²

Broad economic impact: indirect and induced employment

each job in the airline industry creates

up to 24 jobs in the economy in general, according to IATA³ ← 4.5 thousand jobs were created as a result of Aeroflot Group activities

~890 thousand jobs

are sustained by economic agents based on Aeroflot Group activities (fully or partially)

The Group's contribution estimate is based on statistical average for the world and includes the effect without geographical breakdown. The Group's contribution is calculated based on its pre-COVID-19 traffic volumes and shares in the airline industry.

Airport Council International (ACI).

³ Based on IATA data, before the COVID-19 pandemic, the global airline industry employed 2.7 million people, and about 65.5 million people were employed in industries dependent on the airline industry, including the tourism industry.

aircraft

provides employment equal to a small company

are engaged

in providing

maintenance

employees

Wide-body aircraft of Airbus type.

 \rightarrow

are engaged in maintaining one wide-body Aeroflot aircraft

17

service

employees

operate in ground

 \ominus

Each Aeroflot Group aircraft is comparable to a company of small and medium-sized business. For example, an aircraft employs 70–200 people on average, depending on the type of aircraft, about half of whom work directly on board, while the rest are engaged in providing services on the ground, in IT, administration, catering, maintenance, etc. An estimated 147 employees are involved in the maintenance of a single widebody aircraft¹.



flight attendants

● 44

employees of other business units

There are also large numbers of people working in airports, air traffic control, manufacturing, with suppliers and transport companies

SOCIAL INITIATIVES

Charity and Volunteering	98
Sponsorship	102
Educational Activities	105
Special Offers and Services for Passengers	112
Support in Emergencies	116



DRAGON CAPE, OGOY ISLAND, BAIKAL LAKE, RUSSIA

∢≘►

SOCIAL INITIATIVES

2021 KEY HIGHLIGHTS

 ● 2,853 tickets
 issued under the Miles of Mercy
 programme

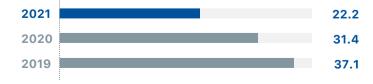


Charity and Volunteering

As a socially responsible company, Aeroflot Group acknowledges the importance of charities and does its best to help people in need. In 2021, total amount of Aeroflot Group's charitable expenditures amounted to RUB 22.2 million. In 2021, Aeroflot Group carried out a number of charity campaigns, including:

- > RUB 10.0 million went towards charitable support for the All-Russian Public Organisation Russian Geographical Society;
- > RUB 7.3 million went towards charitable support for orphanages;
- > RUB 3.8 million went towards support for retired employees who are veterans of the Great Patriotic War with monthly food packages;
- > RUB 0.4 million went towards charitable support for relatives of citizens who died in the crash of An-26 aircraft belonging to Kamchatka Aviation Enterprise.

Charitable projects expenses, RUB million



Charitable support in 2021, %





MILES OF MERCY CAMPAIGN

The Mercy Miles project allows the Aeroflot Bonus programme participants to contribute part of their bonus miles to charitable foundations: Grant Life , Life Line, Step Together Russian Aid Foundationoperated by Kommersant Publishing House and Vladimir Spivakov International Charity Foundation. Foundations can spend miles to transport critically ill children who need help, as well as to pay for doctors' flights.

Through this project, Aeroflot Group helps not only to improve the physical condition of patients, but also to focus passengers' attention on charitable activities, showing them a clear and simple way to get involved. Since the project's inception, passengers have donated more than 1.6 billion miles, against which 48.7 thousand tickets have been issued for the beneficiary foundations. In 2021, Aeroflot customers donated to foundations 130.2 million miles. As a result, charitable foundations were able to purchase 2,853 tickets.

PARTNERSHIP WITH THE GRANT LIFE FOUNDATION AS OF 31 DECEMBER 2021





Tickets issued under the Miles of Mercy

In June 2021, a special Act of Kindness event was held that doubled all the miles donated in the month. During the campaign, Aeroflot Bonus members contributed 14.9 million miles to charities, doubled by Aeroflot to 29.7 million miles. Extra miles from Aeroflot are the equivalent of ~ 330 tickets. The assistance provided will enable the children to travel to other cities and countries for treatment or show their talents. One of the Aeroflot Bonus elite level members donated one million miles to the Grant Life Foundation as part of the campaign.

HELPING VETERANS

Since 2001, Aeroflot has been organising a campaign for veterans in May each year to celebrate the Victory Day. The campaign allows veterans and disabled veterans of the Great Patriotic War to fly free of charge in economy class to any city in Russia or neighbouring countries. Heroes of the Soviet Union and Full Cavaliers of the Order of Glory can use the seats in Comfort and Business Classes. They can start the trip from 3 to 12 May and return back within a month.

1> 2> 3> 4> 5> 6> 7> 8> 9> Social Initiatives

In addition, Aeroflot Group opened the Immortal Regiment exhibition in its Melkisarovo office displaying photos of more than one hundred participants of the Great Patriotic War whose relatives are employed by Aeroflot.

Aeroflot Group also supports its retired employees, veterans of the Great Patriotic War. Food packages are delivered to them every month and financial aid is provided in May. In 2021, a total of RUB 5.0 million went towards support for retired employees who are veterans of the Great Patriotic War.

ORPHANAGE SUPPORT

Every year Aeroflot supports two orphanages: the St. Sergius Orthodox Education Centre boarding school and the Pokrov Orphanage in the Vladimir Region.

In 2021, for the Pokrov Orphanage, the Company bought medical, catering and gardening equipment, sports clothes and shoes for the children. Improvements were also made to the orphanage grounds, and the facades and the emergency exit were renovated; light protection was organised in the conference room.

For the St. Sergius Orthodox Education Centre, the Company bought a tractor with attachments and a projector for educational and recreational activities, and equipped and modernised the sewing shop.

Children from both orphanages received gifts for the New Year: board games, constructors, tubing, sports equipment, snowmobiles and other gifts.

In 2021, expenses on charitable support to orphanages amounted to RUB 7.3 million.



VOLUNTEERING

101

Along with financial aid, in 2021, Aeroflot Group implemented projects aimed at social forms of interaction with people.

Rossiya Airlines is implementing a number of educational programmes for the younger generation. In the reporting period, new aviation game rooms were opened. Accurately reproduced environs of the Company help kids get familiar with the theme of aviation during the game, get new information about the air carrier, the aircraft design and aerodynamics, and even experience the role of pilots, flight attendants and service workers. There is also a Boeing 777 aircraft simulator in the game room. This is not the only simulator installed by the air carrier. Since 2014, a career guidance programme has been implemented, so that interested people can try their hand at piloting on Boeing 737 and Airbus A320 flight simulators. Today they can be found in seven cities: Moscow, St. Petersburg, Yekaterinburg, Nizhny Novgorod, Krasnodar, Voronezh and Novosibirsk.

Since 2020, Rossiya Airlines has also been involved in training of 25 students in the specialised class of the Murmansk Academic Lyceum with a focus on civil aviation. Lyceum students can communicate with airline employees at master and open classes, career guidance lessons and tours. Thus, school students prepare for entering an aviation institute and have an advantage in applying for company scholarship by Rossiya Airlines.

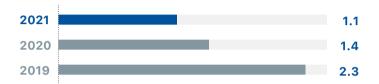
Other Aeroflot Group subsidiaries also take part in volunteering. For example, in May 2021, Pobeda Airlines organised an educational discussion about the intricacies of working as a flight attendant. The event was held with the help of Clubhouse social network. Participants learned about the selection processes for the position and training for the profession.



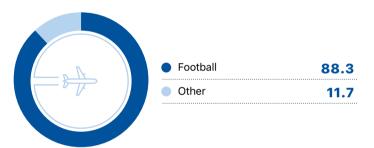
Sponsorship

Aeroflot Group pays great attention to sponsorship. In 2021, the Group continued its traditional sponsorship of sporting events and organisations. In 2021, sponsorship aid amounted to RUB 1.1 billion, of which 88.3% went towards support for football clubs.

Sponsorship programme expenses. **RUB** billion



Sponsorship programme expenses, %



In March 2021, Aeroflot Airlines carried the Russian national figure skating team to the World Championships in Stockholm. 55 passengers were invited on the special flight, including athletes, the coaching staff, team physicians, officials, as well as announcers and journalists.

Rossiya Airlines is the official partner of several football clubs. Thus, in seven years, the airline has spent travelling with the Zenit Football Club more than 1.3 thousand hours. The Club won the Russian Premier League Cup in 2021. To celebrate the victory in the Russian Premier League, the Show the Cup of Russia tour through Russian cities was organised. 12-26 June 2021, the Cup travelled to city squares and football fan zones in Vladivostok, Surgut, Chelyabinsk, Nizhny Novgorod, Samara and St. Petersburg for the first time. In 2021, Rossiya Airlines also became the official carrier of another football club, Dynamo Moscow.

In addition, Aeroflot Group companies are sponsors of the Professional Football Club CSKA, the Professional Basketball Club CSKA, the Russian Chess Federation (since 2002), the Russian Boxing Federation (since 2017), the Russian Rugby Federation (since 2017), the All-Russian Federation of DanceSport and Acrobatic Rock'n'Roll, the Russian Golf Association, the Russian National Cycling Team, the Table Tennis Federation, etc.

Aeroflot Group is the general partner of the Russian Olympic Committee and the general partner of the Russian olympic team. Aeroflot Group airlines made 35 special Olympic flights in 2021. Aeroflot and Rossiya carriers organised transportation of athletes from Moscow to Tokyo, the host of the 2020 Summer Olympic Games held in 2021. Travelling was a challenge due to special anti-epidemic rules that required participants to arrive at the Olympic Village five days before their competition and leave two days after their performance. The Group also supported the paralympians by organising a return flight for them from Tokyo.

Aeroflot Group also supports key business events. In 2021, Aeroflot Airlines became the official carrier of the St. Petersburg International Economic Forum. Specifically for this event, the Company used the largest wide-body Airbus A350 aircraft to perform some of its flights from Moscow to St. Petersburg and back. Aeroflot also became the official carrier and an active participant in the Eastern Economic Forum in Vladivostok.





103

Sponsor of the CSKA Football Club





General partner of the Russian Olympic Committee and the Russian olympic team



Sponsor of the Russian Chess Federation





Sponsor of the Russian **Rugby Federation**





Official carrier of the Russian National Cycling Team



In 2021, Aeroflot Group supported the following organisations and events:

- > the Russian Kynological Federation (RKF) at the Eurasia annual international dog show;
- > the Day of the Little Passenger event held at Sheremetyevo Airport dedicated to the International Children's Day;
- > the organisation of Russia Day greetings on board of all Aeroflot aircraft, as well as a celebratory flash mob at Sheremetyevo airport;





Sponsor of the Russian **Boxing Federation**



Sponsor of the CSKA Basketball Club

Sponsor of the Golf Association of Russia



Sponsor of the Table **Tennis Federation**

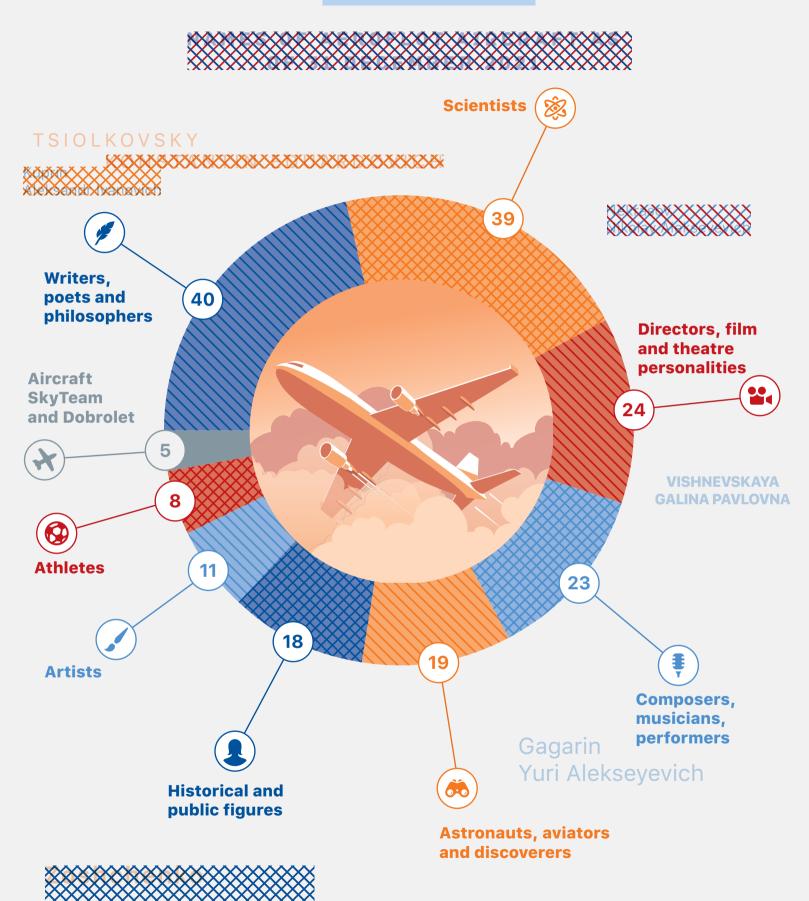


Transport partner of the Motorcycle Federation of Russia

> the XX International Music Competition New Wave 2021 held in Sochi on 19-25 August 2021. The airline has become the official carrier and partner of the contest for the first time.

In addition to sponsorship, Aeroflot actively develops corporate sports initiatives to promote a healthy lifestyle among the airline's employees and their families.

For more details on corporate sports, see the **Promoting Corporate** Sports section



Educational Activities

Aeroflot Group is implementing several initiatives aimed at educating passengers and increasing travellers' interest in Russia, its cultural values, natural attractions and resources.

Aeroflot Airlines has a tradition of naming its aircraft after great compatriots who have made a significant contribution to Russian and world science, literature, culture, art and sports. By doing so, we not only commemorate and pay tribute to outstanding personalities, but also contribute to the advancement of various areas of intellectual activity among the Company's passengers.



First Airbus A350 (in service since 2020)





Pyotr I. Tchaikovsky composer, educator, conductor and music critic

Tchaikovsky's legacy includes various genres such as opera, ballet, symphonies, romances, symphonic compositions, etc. Among his bestknown works are the ballets Swan Lake, The Nutcracker and The Sleeping Beauty, as well as the operas The Queen of Spades and Eugene Onegin.

Vavilov created the theory of the world centres of origin of cultivated plants, justified the theory of plant immunity, discovered the law of homologous series in variation, made a significant contribution to the development of the theory of biological species.

The decision to name Boeing 777 aircraft after the outstanding engineer and designer Sergei P. Korolev was made in 2021.

105

The largest number of Aeroflot aircraft - 40 are named after great writers and poets, while 39 aircraft are named after great scientists who contributed to various fields of science. The aircraft also bear the names of great directors, actors, composers, historical and public figures, astronauts, pioneer travellers and athletes. Each flight starts with a flight attendant telling passengers about a famous person in whose honour the Aeroflot flight is named.



First Airbus A321neo (in service since 2021)



Nikolai I. Vavilov geneticist, botanist, plant breeder, chemist, geographer, public figure



Boeing 777 with a new cabin configuration (in service since 2022)¹



Sergei P. Korolev scientist and designer of rocket and space systems

He is one of the main creators of rocket and space technology, a key figure in human space exploration, the founder of practical astronautics. He designed the first manned spaceship Vostok-1, on which Yuri Gagarin made the first human space flight on 12 April 1961.

1> 2> 3> 4> 5> 6> 7> 8> 9>

It is also worth mentioning that information is regularly posted on social media concerning memorable events related to the outstanding people who gave their name to Aeroflot aircraft. In 2021, Aeroflot's social media activities include posts related to the 130th anniversary of Osip E. Mandelstam, one of the greatest poets of the Silver Age of Russian literature, as well as posts dedicated to actor, poet and songwriter Vladimir S. Vysotsky, writer Nikolai S. Leskov, the first cosmonaut Yuri A. Gagarin and People's Artist Yuri V. Nikulin.

THE 60TH ANNIVERSARY OF YURI GAGARIN'S FLIGHT INTO SPACE (APRIL 2021): 108 MINUTES THAT CHANGED THE WORLD

"All of us have known the story of how man first flew into space on 12 April 1961 since we were children, and we know that this man's name is Yuri Alekseyevich Gagarin. Many people remember that he managed to fly around the entire planet in 108 minutes. Some people can boast of knowing certain events from Gagarin's biography, for example, that he studied to be a foundry worker, was an excellent student, went to pilot school, failed the aircraft landing exam because of his short stature, but at the final attempt he put a pillow underneath and everything worked out. Few have seen the man who conquered space, or talked to those who had interacted with him in person. But today there will be more of them because we will bring you into contact with contemporaries of the hero, those who knew Gagarin even before his legendary flight, those who took the cosmonaut to Moscow and went with him on his first foreign trip."

Sergei Pavlovich

Korolev

DUNAYEVSKY ISAAK OSIPOVICH

Aivazovsky Ivan Konstantinovich

Nabokov

Vladimir

MENDELEEV DMITRY IVANOVICH

Solzhenitsyn Aleksandr Isayevich

CHEKHOV ANTON PAVLOVICH

Tchaikovsky Pyotr Ilvich

Turgenev Ivan Sergeyevich

Mandelstam **Osip Emilyevich**

Vladimirovich

Zoshchenko Mikhail Mikhailovich

Mikhailovich Tolstoy

Bunin Ivan Alekseyevich

Karamzin

Nikolay

Lev Nikolayevich

KANDINSKY WASSILY WASSILYEVICH

Turgenev Ivan Sergeyevich Lermontov Mikhail Yuryevich

Dostoevsky Fyodor Mikhailovich Section of the section of the

Rossiya Airlines is implementing the second major project of the Aeroflot Group aimed at educational activities. Aircraft are given names of Russian cities for the purpose of educating passengers and increasing their interest in travel.

107

106

To increase the public involvement, Rossiya Airlines cooperates with representatives of public organisations, including holding contests to find a name for the aircraft, as well as working with the relevant government departments in charge of promoting domestic tourism in Russia.

Thus, a media partnership agreement was signed by Rossiya Airlines and the Moscow Region Committee for Tourism in the spring of 2021. The cooperation is focused on promoting destination attractiveness of the Moscow region among the airline's passengers and encouraging those arriving at Sheremetyevo base airport not only to travel to the capital, but also visit nearby Moscow towns

CITIES OF MOSCOW **REGION, IN HONOUR OF WHICH SSJ100** AIRCRAFT ARE NAMED

VOLOKOLAMSK

The cooperation between Rossiya Airlines and the Russian Centre for Civil and Patriotic Education of Children and Youth includes naming a number of aircraft in the airline's fleet after cities of labour valor, industrial cities that ensured continuous products supply for the needs of citizens and the front, showing labour heroism in the rear and dedication in the period of the Great Patriotic War. This initiative resulted in the airline's aircraft being named after Magnitogorsk

Blok Aleksandr Aleksandrovich

and cities whose history dates back to ancient times. Currently, eleven SSJ100s in the Company's fleet are in operation, each bearing the name of a town in the Moscow region, such as Volokolamsk, Dmitrov, Dubna, Zvenigorod, Istra, Klin, Kolomna, Korolev, Sergiev Posad, Serpukhov and Taldom. Sergiev Posad was the first town in the Moscow region to give its name to the SSJ100 aircraft.

In April, a national contest-voting for the right to name aircraft after tourist cities of the country was announced by Rossiya Airlines and the All-Russian People's Front as part of the Russia Travel project. Following the popular vote, the names and heraldic symbols of winning Russian cities, places of tourist attraction, will be painted on Rossiya Airlines aircraft fuselages. Today, as part of the contest, the names of Derbent, Volokolamsk and Kirovsk have been assigned to Rossiya Airlines' SSJ100 aircraft.

TALDOM

DUBNA

KLIN

ISTRA

DMITROV SERGIYEV POSAD

KOROLEV

ZVENIGOROD

KOLOMNA

SERPUKHOV

1> 2> 3> 4> 5> 6> 7> 8> 9>

Selected names of Rossiya Airlines SSJ100 aircraft

VYBORG

THE CITY ON THE SHORE OF THE **GULF OF FINLAND, A MAJOR ECONOMIC AND CULTURAL** CENTRE OF THE LENINGRAD

The city is known for a large number of monuments (more than 300), with the most famous being the Vyborg Castle, Aalto Library and Monrepos Park.

St. Petersburg

SERGIYEV POSAD

ONE OF THE OLDEST CITIES IN THE

It is known for the Trinity Lavra of

St. Sergius, the largest stauropegial

monastery of the Russian Orthodox

Church. The cathedral houses the

relics of the Monastery's founder,

venerated saints.

Sergius of Radonezh, one of the most

75 km

COUNTRY, THE CENTRE OF THE RUSSIAN

The city can be reached via Group's flights



TORZHOK

AN OLD MERCHANT AND TRADE CITY. IT IS LOCATED ON THE OLD ROAD, WHICH LINKED ST. PETERSBURG AND MOSCOW.

The city in a picturesque area of the Tvertsa River, a tributary of the Volga, is known for its architectural monuments of the 17th-19th centuries, including residential buildings, churches and monasteries.

230 kr

The city can be reached via Group's flights





Gelendzhik



SUZDAL

ONE OF THE OLDEST CITIES IN RUSSIA, FOUNDED IN THE 10TH CENTURY, **BELONGS TO THE GOLDEN RING OF** ANCIENT CITIES OF EUROPEAN RUSSIA.

The city is famous for its wooden architecture, the stone Kremlin, ancient monasteries and churches (more than 50 in total), as well as the picturesque valley of the Kamenka and Nerl Rivers.



109

108

The city is known for its natural attractions: the picturesque northern mountains and lakes. It is a popular place for trekking tours in summer and the BigWood ski resort from December to May. In the region, you can see the northern lights, a miracle of nature.

MAGNITOGORSK

CITY OF MILITARY AND LABOUR GLORY. ONE OF THE WORLD'S LARGEST CENTRES OF FERROUS

The city is famous for the Rear-Front Memorial, natural attractions, including the Iverskie Zubchatki Nature Park located in neighbouring Bashkiria and the Abzakovo ski resort near the city.

The city can be reached via Rossiya Airlines flights

1,400 km

GELENDZHIK

RESORT TOWN ON THE BLACK SEA. LOCATED AROUND A PICTURESQUE BAY AT THE FOOT OF THE CAUCASUS MOUNTAINS.

The wine region is not far from the city, as well as the picturesque Lake Abrau and the village of Abrau-Dyurso.

The town can be reached by Aeroflot, Rossiya and Pobeda Airlines



1,200 km

Starting from 2022 Kirovsk can be reached by Rossiya Airlines aircraft from St. Petersburg,

KIROVSK KIROVSK IS A CITY OF THE RUSSIAN ARCTIC LOCATED NEAR THE KHIBINY MOUNTAIN RANGE.

The city can be reached via Rossiva Airlines 635 km

Blagoveshchensk

BLAGOVESHCHENSK

FAR EASTERN CITY ON THE BORDER WITH

The city is located on the picturesque bank of the Amur, one of the world's longest rivers.

The city can be reached via Aeroflot flights

with transfer in Kra



110 km

5,600 km

DERBENT

ONE OF THE OLDEST CITIES IN RUSSIA WITH A HISTORY OF OVER 2,000 YEARS. LOCATED IN THE REPUBLIC OF DAGESTAN, IN SOUTHERN RUSSIA.

The city is known for its ancient Naryn-Kala Fortress, a UNESCO World Heritage Site, ancient mosques and its picturesque Caspian coastline.

The city can be reached by Rossiya and Pobeda Airlines

1> 2> 3> 4> 5> 6> 7> 8> 9> Social Initiatives

Pobeda Airlines is implementing a project with similar goals. The airline used special liveries dedicated to popular tourist regions of Russia – Stavropol Region, Kaliningrad Region and Murmansk - for its three aircraft put into commercial operation in 2020–2021. A livery is designed to promote the destination attractiveness of the regions.



KALININGRAD IS THE PEARL OF THE BALTIC SEA

The livery of the aircraft was designed with an azure wave, which decorated the tail fuselage section, and the inscription the Pearl of the Baltic Sea of amber colour, one of the key symbols of the resort.

RAISING AWARENESS ON THE PROTECTION OF ENDANGERED WILDLIFE SPECIES

Rossiya Airlines is implementing a project to draw public attention to the issue of saving endangered wildlife species. Together with its partners, the Company develops special liveries for aircraft with images of species in danger of extinction. Currently, the airline's fleet includes such aircraft



AIRCRAFT IN SPECIAL TIGER LIVERY TIGROLET

A joint project with the Amur Tiger Centre.

The Amur tiger, the most northern subspecies of the tiger, belongs to the largest subspecies of the feline family with 95%



RELAX IN THE STAVROPOL REGION

The aircraft fuselage has the Relax in the Stavropol Region logo with the brand of the Caucasian Mineral Waters resort, a unique spa resort in Russia.





MURMANSK IS THE CAPITAL OF THE ARCTIC ZONE

The main feature of the thematic livery was the picture of the seal and trout on the fuselage as prominent representatives of the region's fauna. There is also a slogan Murmansk is the Capital of the Arctic Zone on the fuselage.

AIRCRAFT THE FAR EASTERN LEOPARD LIVERY – LEOLET

A joint project with ANO Far Eastern Leopards.

In the early 2000s, the situation with the Far Eastern leopard population was rather critical. As of 2007-2008, there were only about 35-40 species of this red-listed predator in our country. The population recovery began in 2011 with the establishment of the Far Eastern Leopards autonomous

110

111

as Tigrolet and Leolet. Aircraft with original design operate on the most popular and socially important routes to cities in the Far East and popular resort destinations both within Russia and abroad, introducing passengers and residents of our country to the unique animals of the Far East.



of the Amur tiger's population concentrated in the Far East - in the Primorsky Region and the southern part of the Khabarovsk Region. The most significant factor threatening the existence of the Amur tiger in Russia is its extermination through poaching.

non-profit organisation, the Land of the Leopard national park was established in Primorye, and amendments to Russian legislation that criminalise the illegal keeping, transportation and sale of especially valuable wildlife species, including the Far Eastern leopard were made. These and other measures more than doubled the number of Far Eastern leopards in five and a half years and brought it very close to 100 species.

Special Offers and Services for Passengers

PASSENGERS WITH DISABILITIES

The Group is sensitive to the needs of all its passengers, ensuring that air travel is unhindered. The Group's flights offer passengers a range of special services tailored to the needs of the disabled and other persons with disabilities as much as possible.

Special services are available to passengers with disabilities or visual or hearing impairments, passengers with limited mobility and other categories of passengers. Wheelchair assistance to and from the boarding gate or ramp, aircraft entry, passenger cabin seats, and equipment transportation services (wheelchair, portable oxygen concentrator, etc.) or guide dog, assistance dog and emotional support dog (only for flights to/from the United States) are available upon request. In 2021, passengers ordered 62.7 thousand special services.

TRAVELLING WITH PETS

Aeroflot Group has been developing its services to increase passenger mobility, including for passengers who have no one to leave their pets with.

The active work started in 2020 to improve the animal transportation service continued in 2021. A special page was created on Aeroflot's website to inform passengers.

For more details, see the For passengers flying with pets page.



Main changes to Aeroflot's animal transportation service

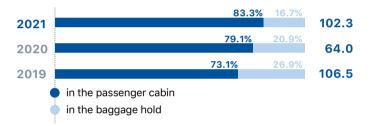
Before		After	
1 pet per passenger	One passenger can carry one pet	3 pets per passenger	Increased number of pets per passenger (in the passenger cabin and in the baggage hold)
1 pet in the passenger cabin	You can take one adult pet up to 8 kg with a container in the cabin	2 pets in the passenger cabin	Increased number of pets in the same container (with a maximum total weight including the container of 8 kg)
K ar [®]	Pet stroller not included in the free baggage allowance	Real Providence	Pet stroller included in the free baggage allowance
36 hours before the departure	Request to transport pets at least 36 hours before the departure	6 hours before the departure	Reduced time to submit a request to transport a pet
×	No fund of exchange containers for pets		Fund of exchange containers established to replace the damaged ones (at Sheremetyevo Airport)
×	No transportation of brachycephalic dogs	W	Ban on transportation of brachycephalic dogs is lifted
75 breeds	75 breeds of dogs classified as potentially dangerous and prohibited for transportation	12 breeds	The list of breeds prohibited for transportation is reduced to 12
BRES O	A baggage tag is attached to the container at check-in		A checklist is created to monitor the condition of the container. At check-in and upon arriva a photo is taken of the pet and its container, and a sticker is put on the container with the pet's details and the owner's phone number
×	Miles were not accrued for transporting pets		Mileage accrual for pet service on Aeroflot flights. During the year, 19.6 million miles were accrued
(J)×	No time limits for the container staying on the ramp, no protection of the container in case of bad weather, the container is placed on the ground during the waiting period	Ś	Limited waiting time for loading on the ramp, the container is protected in bad weather, special cart-houses are used for transportation, dedicated places for comfortable waiting on the cart
da×	No business unit responsible for pet transportation service		A dedicated business unit is created to coordinate the process, identify service week points and develop the service
	Passengers with pets are accommodated only in the window seats		Passengers with pets can be accommodated in any seats, including the centre

113

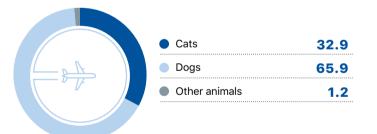
Aeroflot Airlines has significantly improved the animal transportation service, making travelling with pets more convenient for their owners:

- > pets are covered by AlfaStrakhovanie flight insurance;
- > new scripts were introduced in the contact centre to ensure clear and friendly communication on animal transportation issues between the staff and the customer:
- > the passenger briefing by the flight attendant on board has an addition about the possibility to hold the container on the lap and to give water to the pet without taking it out of the container.

Total animals travelled with Aeroflot Group, thousand¹



Aeroflot Group's animal travel by species in 2021, %



Transportation of wild flora and fauna in cargo is allowed only with a certificate of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), confirming that the transportation is legal and does not threaten the species of animals/plants being transported.



CONVENTION ON INTERNATIONAL TRADE IN **ENDANGERED SPECIES OF WILD FAUNA AND FLORA (CITES)**

The Russian Federation is a signatory to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Transportation of wild flora and fauna is allowed only with a CITES certificate of the established standard issued by an authorised body of CITES, confirming that the transportation is legal and does not endanger the species of animals/plants being transported.

IATA LIVE ANIMALS **REGULATIONS (LAR)**

Transportation of all kinds of animals is regulated by IATA Live Animals Regulations (LAR), which cover the procedures for preparing the animals for transportation, requirements for accompanying documents (veterinary certificates, CITES, shipper's certificates, checklists, etc.), and for the transportation on board. Compliance with all required documents is checked by the veterinary, customs and other authorised services at departure, destination and transfer airports. The Department of Freight Customer Service informs cargo traffic sales agents about the requirements for transporting animals/ plants. Background information is also available in the Cargo section on Aeroflot's website.

TRANSPORTATION OF SPORTS EQUIPMENT

Aeroflot Group pays special attention to supporting and popularising sports and contributes to making active leisure more affordable. The Group's network companies offer free transportation of skis and snowboards during the winter season, as well as equipment for surfing, kitesurfing and diving weighing up to 23 kg.

SUPPORT OF WINTER SPORTS

- > From November to May, one set of ski equipment is added to the free baggage allowance included in the fares².
- > An option to carry equipment during the winter 2020/2021 and 2021/2022 seasons was available on Aeroflot and Rossiva airlines domestic flights.

SUPPORT OF SUMMER SPORTS

- > Carrying various types of surfing and diving equipment and accessories during the season.
- > The promotion applies to selected South-East Asian destinations (suspended due to the pandemic).
- > In 2021, the service was available seasonally in the respective regions. The programme covered flights to Male, Bangkok, Phuket, Tel Aviv, Colombo, Seychelles, Punta Cana, Cancun and Varadero.



² Applies only to fares that include free baggage allowance and does not apply to baggage-free fares.

¹ Data for 2019 and 2020 include Aurora Airlines. Data was updated from the 2020 Annual Report.

115







1> 2> 3> 4> 5> 6> 7> 8> 9>

Support in Emergencies

HELPING PASSENGERS IN NEED

 \bigcirc

22 APRIL 2020

Aeroflot Group has a standing programme to support passengers in urgent need of travel due to extraordinary circumstances: death of a close relative or for high-tech medical care in the form of a transplant surgery. The Company offers free tickets or discounted fares and, if necessary, special terms and conditions.

In March 2021, Aeroflot Group organised a flight from Kamchatka to Moscow for two teenagers who were injured in a traffic accident on a pedestrian crossing and needed urgent medical care. After several telemedicine conferences, a decision was made to transport the patients to the Research Institute of Emergency Pediatric Surgery and Trauma in Moscow. Aeroflot Airlines was able to provide all required conditions for the transportation of teenagers, their parents and disaster medicine specialists. As a result, both patients were saved.

REPATRIATION FLIGHTS

Organising repatriation flights was extremely challenging during the COVID-19 pandemic.

In 2020, Aeroflot Group made 462 repatriation flights, carrying more than 89 thousand Russians, including 9,6 thousand children and infants, to the Russian Federation. Passengers were carried from 48 cities in CIS and far abroad countries to 16 cities of the Russian Federation.

The repatriation flights were organised under the guidance of the Crisis Management Centre of the Government of the Russian Federation together with the government agencies (the Russian Ministry of Transport, the Federal Agency for Air Transport (Rosaviatsiya), the Ministry of Digital Development, Communications and Mass Media of the Russian Federation, the Ministry of Foreign Affairs of the Russian Federation, embassies of the Russian Federation). Passengers could check in for their upcoming flight on the Public Services Portal. Specially for repatriation flights, individual fares were set up, so that customers with already purchased tickets could fly for free, while everyone else could buy them at a reduced fare.

In 2021, the need for repatriation was not as acute. Special flights from Turkey and Nepal were organised during the period of limited air traffic between the countries.

 \bigcirc

14 APRIL 2021

тазз

Pobeda Airlines will return passengers to Russia from Turkey till 27 April

Lowcost carrier Pobeda, the Aeroflot Group company, draw a timetable of evacuation flights for clients located in Turkey. Today more than 7 thousand clients of Pobeda Airlines are located there. Evacuation flights from Istanbul, Antalya and Alania (Gazipaşa) to Moscow will be made from 15 till 27 April – said in the message. Earlier Tatiana Golikova the Prime Minister of the Russian Federation, head of the federal crisis centre combatting coronavirus, said that Russia would limit passenger aviaservice with Turkey from 15 April till 1 June due to the new coronavirus outbreak, the number of flights per week would be temporary limited to two.

www.tass.ru/ekonomika/11148937

5 MAY 2020

Aeroflot Flight retuned 160 russian citizens from Antalya to Rostov-on-Don and Ufa

160 Russian citizens come home on Aeroflot flight from Antalya to Rostov-on-Don and Ufa. Arrangement of the flight was preliminary approved by Turkish authorities and coordinated by the Russian foreign mission in Turkey together with entity of Ministry of Communications and Airline airlines administration offices – communacated the Russian diplomatic missions.



Aeroflot brought to Russia more than 50 thousand citizens on evacuation flights

Tass

Since the end of december, more than 50 thousand of Russian citizens came home using Aeroflot's flights – says the message. Aeroflot, guided by the state crisis centre together with Department of Transportation, Federal Air Transport Agency, Ministry of Communications, Ministry of Foreign Affairs, continues its activities on organising and performing flights to return Russian citizens from foreign countries.

🖌 www.tass.ru/obschestvo/8308819?utm_source=yandex.ru&utm_medium=organic&utm_campaign=yandex.ru&utm_referrer=yandex.ru

116

117



\odot





4 AUGUST 2021

More than 360 Russian citizens departed from Miami to Moscow on evacuation flights organised by Aeroflot

On Monday Russian citizens willing to return home departed from Miami (Florida) to Moscow on Aeroflot evacation flight. The information is given on the official site of Miaimi international airport.

www.tass.ru/obschestvo/9114577



 (\rightarrow)





16 JUNE 2020

More than 350 passsengers registered for Aeroflot evacuation flight from Delhi

More than 350 passsengers registered for Aeroflot flight delivering home Russians stuck in the capital of India due to the coronovirus pandemic, said Andrey Fedotov, head of consular department of Embassy of the Russian Federation in India. He noted that there were 351 passengers on board, including 6 children. Citizens of india, Afganistan, Finland, Ukrain and Belarus were among Russian citizens on board.

AEROFLOT TEAM

Personnel122Creating an Inclusive Workplace129Attracting and Retaining Workforce131Promoting Corporate Sports136Incentive System and Social Programmes140Personnel Training and Development148Ensuring Flight Safety151

LOSOSINKA LAKE, REPUBLIC DE KARELIA, RUSSIA



121

AEROFLOT TEAM

2021 KEY HIGHLIGHTS • 55.5% • **36.1** thousand people đ Aeroflot Group's headcount women

Employees are one of the key values of Aeroflot Group. The group is focused on recruiting, developing and retaining talented employees. To support employees, the Group's companies provide employees with safe and comfortable working conditions, competitive pay, equal opportunities, and a wide range of employee benefits, advantages and privileges.

Aeroflot Group's interaction with its employees is regulated by the requirements of the applicable laws of the regions of presence, internal regulatory documents, as well as

the terms and conditions set forth in collective bargaining agreements. PJSC Aeroflot has several departments and divisions responsible for HR management, including the processes of search and recruitment, training, motivation and performance management, retention and ensuring safe working conditions.

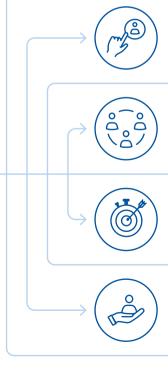
PJSC Aeroflot's business unites interact with the subsidiaries' business units responsible for HR management within their respective competencies.



PJSC Aeroflot's HR management structure



Aeroflot Group's HR management priority areas





retaining highly qualified employees

workers, including staffing cockpit and cabin crews

finding and recruiting

managing talent pool



employee training, including cockpit and cabin crew training



certifying employees

developing incentive systems



maintaining a high level of employee loyalty

providing social support for employees



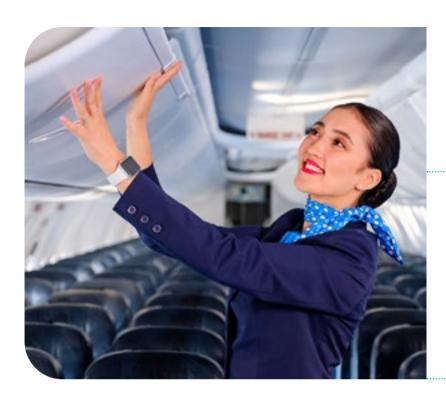
increasing the attractiveness of the employer's brand

123

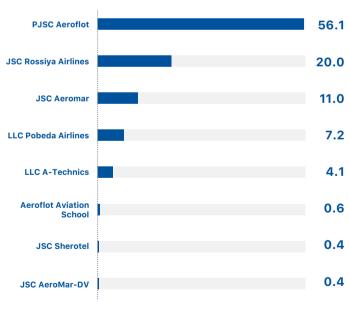
Personnel

As of 31 December 2021, the total headcount of Aeroflot Group was 36.1 thousand, down 3.4% as compared to the end of 2020. The average headcount for 2021 was 33.1 thousand people. In 2021, women accounted for 55.5% of Aeroflot Group's headcount and men - for 44.5%. 33.0 thousand employees (91.6% of the total headcount) were employed under open-end employment contracts, while 3.0 thousand employees (8.4% of the total headcount) were employed under fixed-term employment contracts. In 2021, 35.9 thousand people (99.4% of the total headcount) were full-time and 0.2 thousand (0.6% of the total headcount) were part-time employees.

In 2021, Aeroflot Group focused on keeping jobs and has not conducted any headcount optimisations despite the difficulties due to the COVID-19 pandemic.

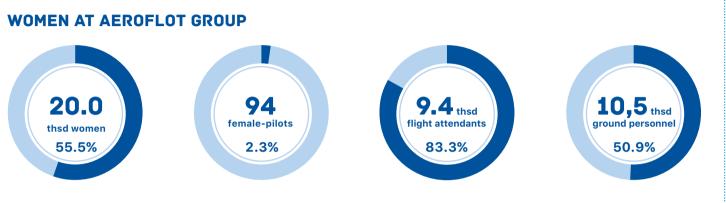


Aeroflot Group's headcount by company in 2021, %



AEROFLOT GROUP'S HEADCOUNT BY GENDER

Aeroflot Group strives to maintain a balanced gender composition. Women in the Group are employed in all business segments and hold a variety of positions. As of the end of 2021, there were 20.0 thousand women working



In 2021, the number of female managers at PJSC Aeroflot (positions from team leader and above) was 459, or 37.1% of the total number of management personnel, up 4.1% from

PJSC Aeroflot management team by gender in 2021¹, %



Positions from team leader and above.

² The Management Board, the Board of Directors and the heads of business units.

Aeroflot Group's headcount trends¹, thousand people

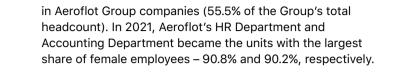


Aeroflot Group's headcount by category in 2021, %



Cockpit crew	11.3
 Airline subsidiaries' ground personnel 	40.8
Flight attendants	31.3
 Other non-airline subsidiaries' personnel 	16.6

Data for 2019–2020 was updated.



2020. In 2021, the share of women among the top and senior managers (the Management Board, the Board of Directors and heads of business units) was 12.7%, or seven people.

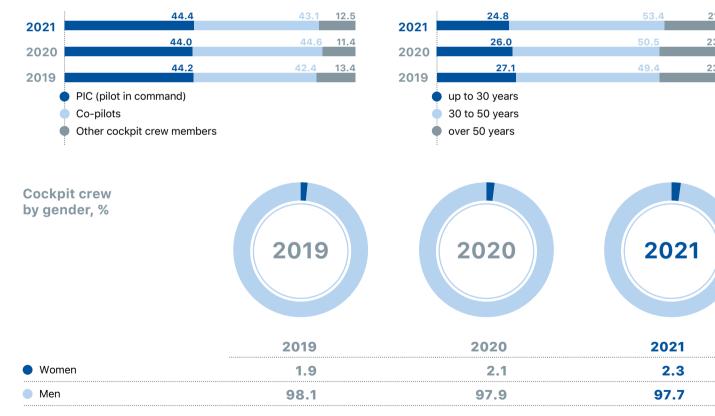
PJSC Aeroflot top managers by gender in 2021², %

1> 2> 3> 4> 5> 6> 7> 8> 9> Aeroflot Team

COCKPIT CREW¹

As of the end of 2021, there were 4.1 thousand pilots working at Aeroflot Group's flight operations. In 2021, the Group continued to actively recruit female pilots. As of 31 December 2021, there were 94 female pilots, including 71 at Aeroflot Airlines, 16 at Rossiya Airlines and 7 at Pobeda Airlines. The number of female pilots grew at an average annual growth rate of 7.1% from 2019 to 2021, while the number of cockpit crew declined at an average annual rate of 3.4% over the same period. Thus, due to consistent hiring, the share of female pilots in Aeroflot Group increased to 2.3% by the end of 2021. While the current structure of flight personnel has been attributed to the structure of flight school graduates for several decades, the increase in the number of female students now allows the Group to gradually increase the number of female pilots in the Group.

Aeroflot Group's cockpit crew by position, %

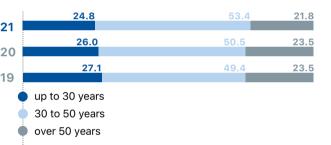


In 2021, the Group's pilots included nationals of Australia, Azerbaijan, Belarus, Brazil, Colombia, the Czech Republic, Hungary, Italy, Kazakhstan and Luxembourg. As of 31 December 2021, a total of 43 foreign pilots were employed by Aeroflot Group.

Aeroflot Group's cockpit crew count, thousand people

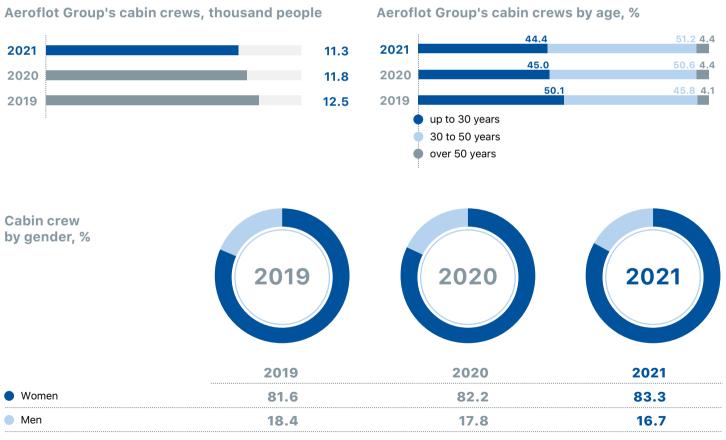


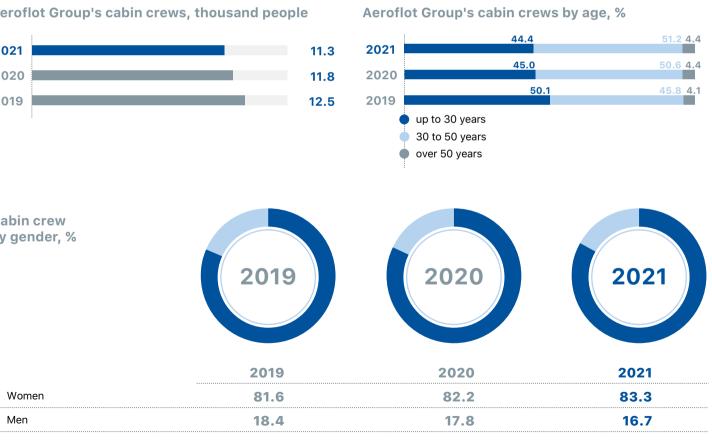
Aeroflot Group's cockpit crew by age, %



Ð -

CABIN CREWS²





Data include PJSC Aeroflot, JSC Rossiya Airlines and LLC Pobeda Airlines.

125



1> 2> 3> 4> 5> 6> 7> 8> 9> Aeroflot Team

20.7

21.3

126

33.2

33.4

127

AEROFLOT GROUP'S HEADCOUNT BY CONTRACT AND EMPLOYMENT TYPE

OPEN-END CONTRACT

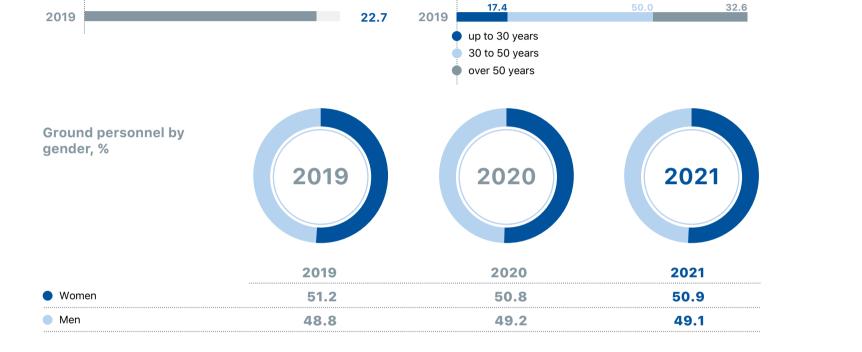
Headcount by gender, %

Women

Men

Personnel working under open-end contract, thousand people





2021

2020

Aeroflot Group's ground personnel by age, %

50.6

51 1

16.2

15.5

GROUND PERSONNEL

2021

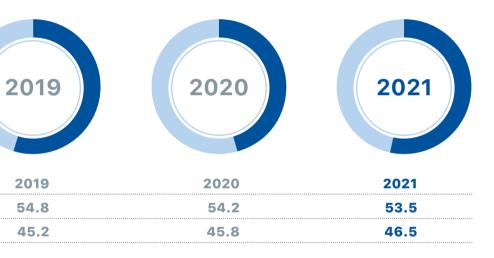
2020

Aeroflot Group's ground personnel, thousand people



Headcount by region, %

		2019	2020	2021
33.0	Moscow	81.3	81.6	80.9
35.0 37.3	St. Petersburg	12.6	12.4	12.9
	Regions	6.1	6.0	6.2
	Representative offices abroad	0.01	0.01	0.01

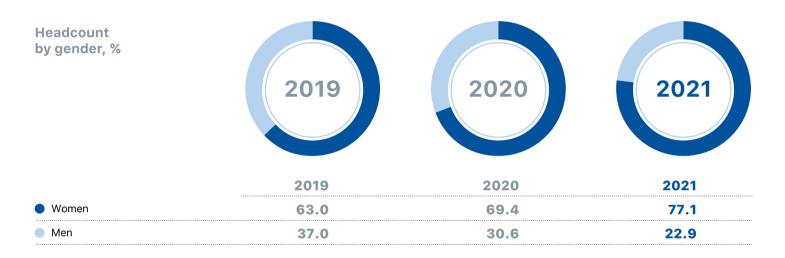


Personnel under fixed-term contract. thousand people



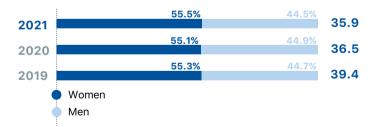
Headcount by region, %

	2019	2020	2021
Moscow	72.6	80.4	81.6
St. Petersburg	15.5	9.1	10.3
Regions	3.4	2.5	2.1
Representative offices abroad	8.5	8.0	6.0

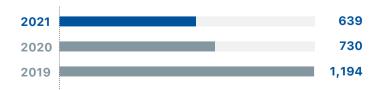


HEADCOUNT BY TYPE OF EMPLOYMENT

Full-time employment, thousand people



Number of non-staff personnel, people



Part-time employment, thousand people



Creating an Inclusive Workplace

Aeroflot Group cares about creating an inclusive workplace. PJSC Aeroflot has a Code of Corporate Ethics, the analogues of which are implemented Group-wide.

Aeroflot Group respects the fundamental rights and freedoms of employees, provides equal opportunities and guarantees employees protection against any form of discrimination. Employees of Aeroflot Group companies are familiarised with the content of the Code of Corporate Ethics. Training sessions on the Code of Corporate Ethics are also organised for the Group's employees.

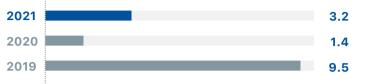
The Code of Ethics is available at the time of recruitment. Thus, the dynamics of employees who got familiarised with it strongly depend on the Group companies' active involvement in the labour market. In 2019, the Code of Corporate Ethics was adopted by Rossiya Airlines, which is why during the reporting period it was necessary to familiarise a large number of employees with the document.

Aeroflot Group creates opportunities for employment and comfortable work for people with disabilities. In 2021, PJSC Aeroflot provided 50 jobs under the quota system, including 20 special jobs for people with disabilities. In 2021, there were 148 people with disabilities at Aeroflot Group.

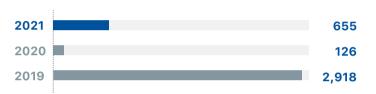
Aeroflot Group respects human rights. The Group has never used and does not use child or forced labour. The Group does not tolerate any kind of discrimination, whether based on gender, age, religion, nationality, race, political opinion, disability or any other similar grounds. In cases of discrimination, employees are entitled to contact their direct supervisor or the HR Department. Confidentiality of such appeal is guaranteed. In the reporting period, no cases of discrimination were registered in Aeroflot Group.

129

Aeroflot Group's employees who have familiarised with the Code of Corporate Ethics or received training on it, thousand people



Time spent on personnel training on the Code of Ethics, hours



Number of people with disabilities at Aeroflot **Group**¹



In 2021, there were

148 people

with disabilities at Aeroflot Group

1> 2> 3> 4> 5> 6> 7> 8> 9> Aeroflot Team

Aeroflot Group pays particular attention to getting feedback from its employees in order to understand their level of satisfaction. To analyse feedback from employees, Aeroflot Airlines uses a single multi-channel system for registering and processing employee suggestions. Suggestions are accepted via the following channels: email, mailboxes for paper correspondence, management memos and reports from the internal systems. In Aeroflot Airlines, the procedure for submitting and reviewing suggestions is regulated by the Regulations on the Employee-Suggestion Scheme. PJSC Aeroflot's controlled entities have their own systems and procedures for receiving and processing employee suggestions. In general, employees submit comments and suggestions to improve the operating processes of business units and matters related to working conditions.

The Group employees may also complain about labour practices directly to their manager or to the PJSC Aeroflot Labour Dispute Committee (for PJSC Aeroflot employees). The suggestions may be submitted in the form of an e-mail or a paper document, such as a memo or report. All complaints received are processed and, if necessary, the management takes the appropriate measures. Confidentiality of such appeal is guaranteed. In 2021, most of the suggestions concerned wage payments and layoffs.

Aeroflot Group is present in different regions of Russia and also has its representative offices in foreign countries.

Aeroflot Group pays special attention to the recruitment of senior management from the local population¹. All executives on the Board of Directors and the Management Board are hired from the local community.

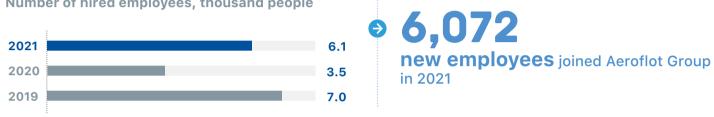
For more details on the Corporate Governance System, see PJSC Aeroflot 2021 Annual Report

Attracting and Retaining Workforce

Aeroflot Group pays special attention to its personnel recruitment process by striving to make it straightforward and convenient for candidates and Group employees. Employees are recruited by the Group's specialists using information resources. Heads of the relevant business units are actively involved in the professional assessment of candidates. In 2021, 6,072 new employees joined Aeroflot Group, up 71.5% year-on-year. Almost all Group companies experienced growth in the number of new employees.

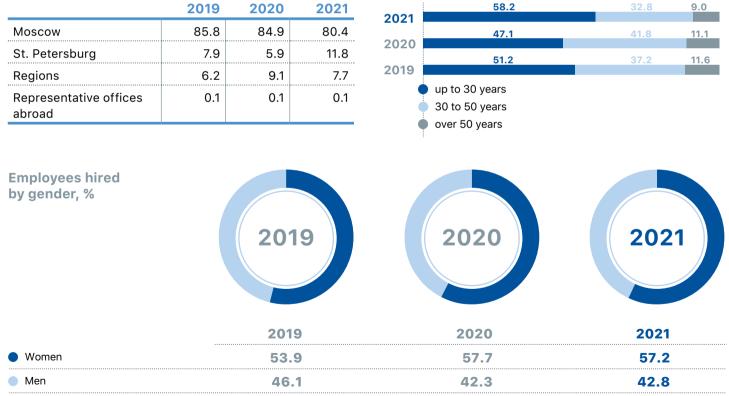
EMPLOYEES HIRED

Number of hired employees, thousand people



Employees hired by region, %

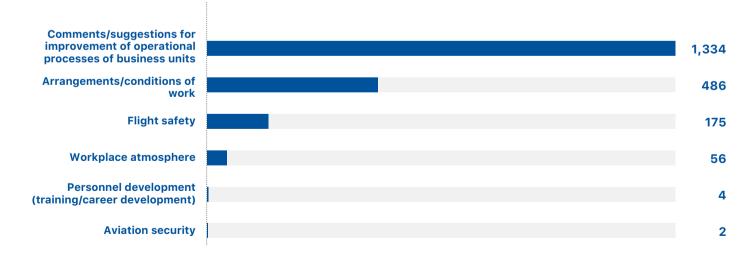
	2019	2020	2
Moscow	85.8	84.9	
St. Petersburg	7.9	5.9	
Regions	6.2	9.1	
Representative offices abroad	0.1	0.1	



From 1 January to 31 December 2021,

● **2,057** employee suggestions were received

PJSC Aeroflot employee-suggestion scheme



131

130

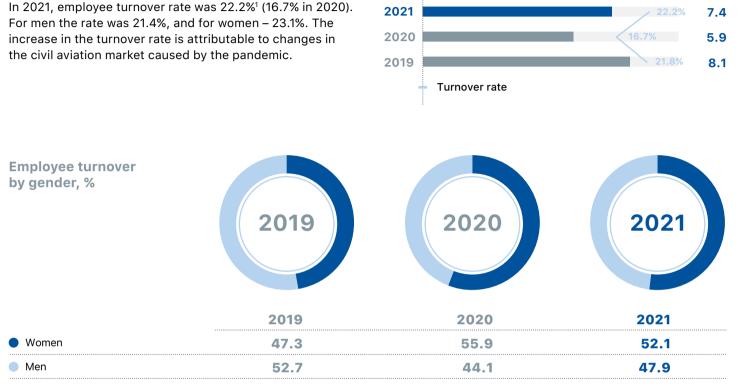
Employees hired by age, %

133

AEROFLOT GROUP'S EMPLOYEE TURNOVER

With its strong corporate culture and brand, Aeroflot Group manages to maintain a high degree of employee engagement and keep employee turnover at a decent level.

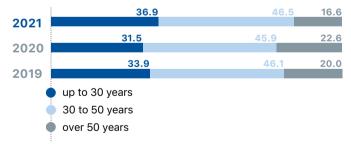




Employee turnover by region, %

	2019	2020	2021
Moscow	83.6	82.6	82.6
St. Petersburg	6.7	8.7	10.1
Regions	9.4	8.5	7.1
Representative offices abroad	0.3	0.2	0.2

Employee turnover by age, %



TALENT POOL

Aeroflot Group pays special attention to personnel Aeroflot Group implements various programmes to attract young specialists. Aeroflot Airlines organises career guidance events for students of schools and colleges. The Company maintains ongoing cooperation with educational centres, specialised universities and colleges, as well as involvement in career development events, such as job fairs, forums and exhibitions. Aeroflot Group participates in a company scholarship programme. In 2021, 65 students entered higher educational institutions under company scholarship agreements. In addition, Aeroflot Group engages graduates of industry-specific schools and universities for on-the-job training and internships. In the reporting period, practical training was organised for 139 students, which is less than usual, due to restrictions caused by the novel coronavirus infection. Based on the results of the training, the Group hires young professionals. In 2021, Aeroflot's team employed six graduates with flight degrees.

succession. To ensure the continuity of management personnel, the Group is building up its mid-level and top management talent pool, thus expanding opportunities for career advancement for employees. This area of activity is covered by the Regulations on Building up the Talent Pool for Senior Management Positions at PJSC Aeroflot. Since 2021, the talent pool has also been built up at LLC A-Technics. The Group pays particular attention to building up a talent pool of sufficient professional resources. At the end of the reporting period, the talent pool comprised 22 top managers and 179 mid-level managers. In 2021, the talent pool was expanded to include employees with references who met the eligibility criteria for the candidates. To develop the talent pool, the Company provides training for employees to develop managerial and specialised competencies needed to achieve its goals and objectives.

In 2021, 33 employees were enrolled to the mid-level management talent pool.

Top-level management talent pool¹, people



Mid-level management talent pool, people



¹ The turnover rate is calculated as follows: Number of employees turnover during the period / Average headcount during the period × 100.

Data include PJSC Aeroflot (2019-2021) and LLC A-Technics (2021).

UNIVERSITY RECRUITING

Expanding 22 opportunities for 22 career advancement for employees by 24 building up its mid-level and top management talent pool 179 176 166



135

IN 2021, AEROFLOT GROUP COMPANIES COOPERATED WITH A LARGE NUMBER **OF EDUCATIONAL INSTITUTIONS**

PJSC AEROFLOT



Moscow State Technical University of Civil Aviation



Financial University under the Government of the **Russian Federation**





Moscow Aviation Institute



Moscow State University



Moscow State Institute of International Relations (University) of the Ministry of Foreign Affairs of the Russian Federation





St. Petersburg State University of Civil Aviation

Polytechnic College

Russian University of

Bauman Moscow State

Technical University

Transport (MIIT)

named after

N. N. Godovikov



State University of Management

🖶 ГУАП

Instrumentation

St. Petersburg State

University of Aerospace

JSC ROSSIYA AIRLINES



Moscow State University of Civil Aviation



Moscow State Institute of International Relations



Ulyanovsk Civil Aviation Institute

JSC AEROMAR



College "Podmoskovye"



St. Petersburg State University of Civil Aviation



Russian Academy of National Economy and Public Administration



St. Petersburg Polytechnic University



ФИНАНСОВЫЙ YHUBEPCHTET

Financial University under the Government of the **Russian Federation**



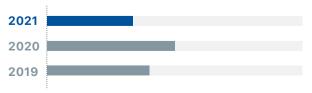
Zelenograd Polytechnic College No. 50 named after twice Hero of Socialist Labour N. A. Zlobin



MENTOR INSTITUTE¹

Aeroflot Group is developing an induction programme new employees. It is aimed at acquiring general inform about corporate rules and regulations, getting familiar with the established work procedures, as well as provi psychological adaptation. Aeroflot Group has implemented a mentoring system to help employees adapt and gain special knowledge and skills for self-directed work. Mentoring procedures are regulated by PJSC Aeroflot Mentoring Regulations. Similar documents have been adopted in PJSC Aeroflot's controlled entities. The elic criteria for an employee to be a mentor include length

Mentors included in the mentor registry, peop



¹ Data include PJSC Aeroflot, JSC Sherotel and LLC A-Technics. Other Aeroflot Group companies are not implementing this initiative.

e for mation ar viding iented n	of service, lack of workplace discipline violations over a set period of time and the business qualities conducive to successful performance as a mentor. The mentoring period usually lasts from 1 to 6 months. It is followed by a performance evaluation of the mentor-mentee matching at the end of the period. Heads of business units are in charge of managing the mentoring system. In 2021, 604 mentors and 1,627 mentees participated in the programme.		
t's 1 igibility h			
ple	Mentees, people		
604	2021	1,627	
900	2020	932	
719	2019	1,782	

137

Promoting Corporate Sports

Aeroflot Group companies pay special attention to the development of corporate sports within the Group as an element of the corporate culture of involvement aimed at promoting the values of a healthy lifestyle and sports.

Group companies have football, volleyball, hockey and tennis clubs, as well as the Aeroflot Run Club and the Chess Club. Employees are offered the opportunity to play sports on a regular basis and participate in sports competitions and championships as part of Aeroflot's corporate team.

In 2021, the corporate teams of Aeroflot Group companies gained a number of well-deserved victories in major sports competitions and tournaments. The players' commitment to sports, regular training and the support of trade unions played a decisive role in their high performance.



Aeroflot Group supports employees who are fond of kart racing. Annually, the Aeroflot Union Formula competitions are held for fans of the sport.

In 2021, 47 athletes took part in the race.

To support young athletes, employees' children aged 7–14, Aeroflot annually organises the Aeroflot Young Racer kart racing competitions. Competitions are held in compliance with all safety requirements.

40.9 VOLLEYBALL

The Aeroflot volleyball team won the Aviation and Aerospace Cup international tournament. The first team includes current Company pilots who have graduated from sports schools and have athletic titles.





DDDDDDDDDDDDDDDDDDDDDDDDD DDDDDDDDDD

participants over the years



Corporate outdoor events with a sports programme is one of the best ways to unite employees.

In 2021, a rowing competition was held among the Company's employees who formed three separate teams. Most of the participants had no experience in the sport. Prior to the sporting event,

two preparatory training sessions with a coach were held for the participants.

Physical activity is good for employees' health, and teamwork and a competitive spirit allow for even greater rally of employees for common goals.







in the 2021 Aeroflot **Union Formula**



including 17 female and 30 male racers



Aeroflot participates in the Race of Heroes extreme sports event (Alabino military training ground). In 2021, Aeroflot's corporate team made up of 10 employees (flight attendants, dispatchers, leading engineer) gained a landslide victory.

1> 2> 3> 4> 5> 6> 7> 8> 9> Aeroflot Team

138

139





HOCKEY

Aeroflot is developing its hockey team. This is the second year in a row that the corporate hockey team has won the Amateur Hockey League Cup. Another victory was gained in 2021.

CHESS

The Aeroflot Chess Club was created in 2021.

Aeroflot's corporate team took part in the first Online World Corporate Chess Championship of the International Chess Federation (FIDE) organised in February 2021.

The tournament was international, with 204 participants with chess titles and professional categories, including 36 guest grandmasters.

The corporate team included five employees, representatives of different business units of PJSC Aeroflot, who had the highest ratings and experience in chess tournaments. Grandmaster Vladislav Artemiev,



a world champion with the Russian team, European Blitz Chess Champion, European Champion, was invited to the corporate team.

The championship resulted in Aeroflot's corporate team earning the 17th place in the general rating out of 40 teams, scoring 13.5 points out of 24.



The Aeroflot team won the final of the 15th Aviation and Aerospace Football Championship Cup.

In the reporting period, the Aeroflot mini-football team took part in an international tournament held to mark the 76th anniversary of Victory in the Great Patriotic War, the 30th anniversary of the Commonwealth of Independent States and the 20th anniversary of Shanghai Cooperation Organisation. The Aeroflot team won the competition with a 3:0 score. Two Company flight attendants were named Players of the Tournament.

Teams of other Russian companies and organisations from Kyrgyzstan, Kazakhstan, Tajikistan, Uzbekistan, Iran, Afghanistan and Brazil also participated in the Cup.







BOXING AND PUNCHING POWER

PJSC Aeroflot's corporate team is a regular participant in the Striking Ten corporate boxing and punching championship organised by the Rostec State Corporation.

In 2021, the Company's flight attendants became the winners of the first-prize contest in the men's and women's finals of the Striking Ten boxing tournament.

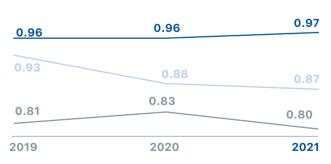
141



Aeroflot Group implements various initiatives to provide optimal working conditions and opportunities for the professional development of its employees. First and foremost, Aeroflot Group aims at ensuring competitive and fair pay. Depending on the position held, the incentive system may include both fixed and variable remuneration that reflects the performance of the employee and the Company. For example, for flight personnel categories, flight hours are taken into account. The Group's remuneration system takes into account position grades, business unit performance, regional labour market specifics and each employee's personal contribution.

The Group's minimum wage may not be lower than the minimum subsistence level, and the monthly salary of an employee who has completed the standard working hours may not be lower than the minimum wage.

AEROFLOT GROUP'S BASIC SALARY FOR WOMEN VS. BASIC SALARY FOR MEN¹



Flight attendants

- Ground personnel
- Cockpit crew

Aeroflot Group does not tolerate any kind of discrimination in determining pay levels. Pay levels do not depend on gender and are based only on professional competencies. Thus, the Group respects equal pay for men and women of the same line of business who hold the same positions. Deviations in the ratio of salaries by gender within the categories can be explained by the structure factor of the positions held. The Group provides competitive pay levels for pilots, as well as regular salary indexation, one-off incentive payments upon employment and reimbursement of training costs.

In 2021, there was a change in the cabin crew pay system, which resulted in an increase in the hourly rate of flight attendants.

AEROFLOT GROUP'S CORPORATE SOCIAL PROGRAMMES

The Company's employee benefits are an important element of the incentive system as well as a factor in maintaining Aeroflot Group's image. A wide range of social programmes is one of the competitive advantages of Aeroflot Group, which contributes to attracting qualified specialists, improving operational performance and creating a favourable social and psychological environment in the Company.

The Group's employees enjoy such benefits as compensation for resort therapy and children's health camps, an occupational pension scheme, company parking and transportation, compensation for travel to work (for certain employee groups), accommodation for nonresident key employees, corporate sports, monetary aid and payments on anniversaries, additional vacation days for important life events and other benefits.

OCCUPATIONAL PENSION SCHEME

for the Company due to retirement.

> the Company's guarterly additional payments credited to the employee's individual cumulative pension account;

Occupational pension comprises three components:

> the monthly pension contributions of employees;

Aeroflot Group takes care of employees who ceased to work

> annual investment income added by the nonstate pension fund to the amount of the employee's contributions and the employer's additional payments.

In accordance with the programme terms, participants receive a surcharge of 20% from the airline upon personal contributions of the participants. The amount of cash payments depends on the length of service with the Group. In 2021, PJSC Aeroflot's total spending on contributions to the occupational pension scheme as part of co-financing pensions (interest paid on occupational pension) was RUB 22.5 million.

Participants of Aeroflot's occupational pension scheme, thousand people



CO-FINANCING OF THE CUMULATIVE PART OF THE STATE PENSION

The Company runs its occupational pension scheme in parallel with an incentive scheme that provides mandatory pensions through co-financed contributions to the cumulative part of the state pension. The employer matches 20% to 50% of personal pension contributions made by insurance scheme participants.

1> 2> 3> 4> 5> 6> 7> 8> 9> Aeroflot Team

Additional one-time allowance is paid to employees upon their retirement, transfer to an elected position in a primary trade union organisation or for health reasons. In the event of the employee's death, the payment is made to relatives such as children, spouse, parents and guardians.

ADDITIONAL HOLIDAYS

Aeroflot Group respects the personnel's desire to achieve a work-life balance by providing support to employees. Employees are granted additional days off if the following events occur



the birth of children;

Knowledge Day (1 September) – for one of the parents of a child going to school for the first time.

VOLUNTARY HEALTH INSURANCE

Employees of Aeroflot Group companies have access to voluntary medical insurance (VHI). Under VHI, employees can go to health resort in Russia and abroad for medical treatment, as well as send their children to recreation centres. In 2021, 3.8 thousand Aeroflot employees and their families benefited from rehabilitation treatment at health resorts, including 920 children accompanied by their parents under the Healthy Child programme).

In 2021, 35.2 thousand people participated in the VHI programme. In the reporting period, 3.1 thousand people received health resort treatment.

The VHI programme provides emergency medical assistance to employees in any city of the Russian Federation, irrespective of their place of residence or office location. The employee is provided with outpatient care, emergency medical care and emergency hospitalisation if necessary.

MEDICAL CENTRE

Aeroflot Group has its own medical centre where employees, their family members and retirees are treated free of charge. The medical centre includes both outpatient and inpatient services.

Medical centre patients, thousand people



CORPORATE DISCOUNTS AND BENEFITS

Since 2016, Aeroflot Group has been offering corporate discounts and benefits for the Company's employees and their families.

In the reporting period, there were offers available to employees in 23 different areas: fitness clubs, insurance services, the purchase of real estate, recreation and leisure, medical services, food, other services. Employees and their family members are provided with benefits for travel on Group flights.

Since 2006, PJSC Aeroflot has been a member of the ZED/MIBA FORUM, a non-profit organisation of more than 260 member airlines, which has been regulating the terms and conditions of preferential transportation of employees for personal and business purposes.

Throughout 2021, about 7.0 thousand employees of Aeroflot and their family members benefited from discounted tickets on partner flights under the agreements on personal and business travel for employees, and over 31.0 thousand employees of partners travelled on Aeroflot flights.

The Group has implemented the MyIDTravel booking system, which allows employees and their family members to receive discounted air tickets for personal travel

on flights operated by partner airlines. As at the end or reporting period, the programme covered 37 airlines. I 2021, an online ticketing feature was added to the syst for the convenience and safety of employees.

In addition, Aeroflot Group provides free accommodati out-of-town employees in rented houses. These measu help to reduce the turnover of operational personnel, while providing the Company's production units with the sufficient human resources.

Aeroflot Group also provides employees with the option of free or discounted child care at a municipal pre-school educational institution and at non-state general educational institutions.



Aeroflot Medical Centre

of the . In	COMPANY VEHICLES AND CORPORATE PARKING
rstem	Aeroflot Group helps its employees increase mobility within the work process. Personnel are provided with Company vehicles or are reimbursed for travel.
ation to	
asures , the	In 2021, an average of 1,970 Aeroflot employees were transported daily by company vehicles, down 17% year-on-year.
ion chool	In addition, employees are provided with special terms of payment for parking spaces in airport parking lots. Thus, in 2021, on an everyday basis, Company employees occupied

an average of 2.4 thousand parking spaces at corporate

parking lots, up 11% year-on-year.

KEY PROVISIONS OF THE AEROFLOT COLLECTIVE BARGAINING AGREEMENT

GUARANTEED EMPLOYMENT SUBJECT TO COMPLIANCE WITH LABOUR DISCIPLINE



It is established that employee salaries are contingent upon their gualifications and the complexity of their jobs and are uncapped. Any discrimination is forbidden when setting or changing their salary or conditions of employment. The minimum wage at the Company may not fall below the Russian living wage, and the monthly salary of an employee who works all contracted hours may not fall below the minimum wage. In the presence of harmful or dangerous working conditions, overtime, work on weekends and public holidays, and night work, premiums are set (up to twice the average daily wage for work on weekends). In the event that employees are rendered temporarily unfit to work on medical grounds, their salary is retained. Major life events that warrant additional days off are paid.

Improving working conditions beyond statutory requirements



REQUIREMENTS FOR WORKING HOURS AND REST PERIODS

The provisions of the collective bargaining agreement are based on applicable Russian laws; notably, normal hours of work are set at 40 hours per week, with recording of annual cumulative hours of work. For employees involved in flight operations support and aircraft maintenance, an accounting period of one year is in place for recording working hours; for cockpit crews this period is one month.

WORKING HOURS FOR COCKPIT CREWS

Total flight duration in all aircraft types must not exceed 80 hours per calendar month, 240 hours per calendar guarter and 800 hours per calendar year. With the cockpit crew member's written consent, total flight duration may be increased to 90 hours per calendar month, 270 hours per calendar guarter and 900 hours per calendar year. Cockpit crew members are ensured daily rest between flights, weekly continuous rest or weekends, and main and additional annual paid leave. Additional leave varies between 7 to 40 day.

For certain categories of employees, for whom a special assessment of working conditions must be carried out, a reduced working week of no more than 36 hours is in place. Due to the specifics of flight operations, some employees have irregular working hours; these employees are entitled to additional payments and additional leave (from 8 to 14 calendar days).

Improving working conditions beyond statutory requirements.

IMPROVING WORKING CONDITIONS BEYOND STATUTORY REQUIREMENTS INCLUDING FOR WOMEN AND YOUNG PEOPLE

Improving working conditions beyond statutory requirements including for women and young people.

The Company has introduced a system of mandatory preliminary and periodical medical examinations of employees, with a special focus on cockpit crew (aeromedical assessments). Employees are only allowed to work after sitting briefings and tests on occupational safety, and passing medical examinations. Employees exposed to harmful or hazardous working conditions are entitled to additional pay. Rest periods and breaks are in place. Aeroflot goes beyond statutory minimum spend on measures that improve working conditions and occupational safety across the Group.

Improving working conditions beyond statutory requirements.



The Company has in place an extensive benefits package for employees.

- > Special ticket fares. Employees and their families are offered discounted corporate fares for Aeroflot Group fliahts.
- > Retirement bonus. Employees are paid an additional onetime bonus on retirement.
- > Subsidised transport. The Company offers significant discounts at airport parking lots, with access to company shuttle buses.
- > Additional holidays. Aside from additional annual paid leaves, the Company offers employees up to three working days of paid leave for major life events (including weddings, the birth of children, etc.), as well as for a parent to attend their child's first day of school.
- > Support for education and upskilling. Employees are offered sabbatical leaves in accordance with Russian laws, which are counted separately from annual paid leaves.
- > Childcare support. The Company reimburses employees up to 100% of daycare costs, or the standard fees for private educational institutions.
- > Health improvement and recreation for employees and their families. The Company organises resort treatments and recreation for employees and their families during holiday periods. The Company also holds cultural and sports events for employees and their families.

Improving working conditions beyond statutory requirements.



The Company provides employees with mandatory insurance covering their life and health, as well as occupational diseases. If an employee is rendered incapable of work as a result of an accident or occupational disease, in addition to the statutory obligations, the employer will pay a one-time compensation, depending on the length of service with the Company, up to 100% of the average annual salary.

Improving working conditions beyond statutory requirements.

PROVISION OF MEDICAL CARE AND INSURANCE TO EMPLOYEES

Employees are fully provided with all types of medical care through the Company's medical centre. In addition to current employees, retired Aeroflot employees and employees' families are covered by the Company medical programme.

> Improving working conditions beyond statutory requirements.

Employees covered by collective bargaining agreement¹, thousand people



PERSONNEL RETENTION¹

Long leave is granted to employees for the birth of children. In 2021, 2,721 women and 40 men took parental leave. In the reporting period, 794 employees (782 women and 12 men) returned from parental leave. The total of 605 employees (596 women and 9 men) returned to work at the end of their maternity/paternity leave and continued to work 12 months after their return. Thus, the return rate² was 28.8% with the retention rate³ of 77.0%.



Total number of employees who took maternity/ paternity leave, people

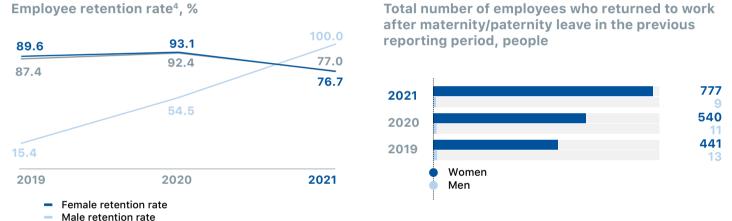


Total number of employees who returned to work at the end of maternity/paternity leave in the reporting period, people



28.8 28.8 28.4 28.2 28.3 28.7 22.4 22.4 20.9 2019 2020 2021 - Female employee return rate Male employee return rate General rate

Employee return rate, %



General rate



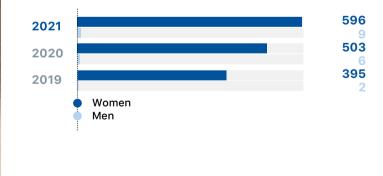
Data include PJSC Aeroflot, JSC Rossiya Airlines and LLC Pobeda Airlines.

² The return rate is calculated using the formula: Total number of employees who took maternity/paternity leave / Total number of employees who returned to work at the end of maternity/paternity leave in the reporting period × 100.

³ The employee retention rate is calculated using the formula: Total number of employees who returned to work at the end of maternity/paternity leave and continued to work 12 months after their return/ Total number of employees who returned to work at the end of maternity/paternity leave in the previous reporting period × 100.

⁴ The significant increase in the male retention rate is explained by the fact that a small percentage of men take paternity leave as compared to women.

Total number of employees who returned to work after maternity/paternity leave and continued to work 12 months after their return, people



149

Personnel Training and Development

Training and professional development of employees is one of the key focus areas of Aeroflot Group's activities in human resources management. Investing in employees' development allows the Group to maintain the required level of their proficiency and general outlook, thereby enabling them to effectively perform various tasks and encouraging their development and career advancement.

Employees' training and development are the responsibility of the HR Department and the People Development Department. Aeroflot's controlled entities have their own business divisions responsible for employee training and development. Aeroflot Group has a subsidiary, Aeroflot Aviation School, which trains specialists for a wide range of aviation industry sectors. Cutting-edge technologies and state-of-the-art training facilities are used for training. Training covers six main areas.

KEY FOCUS AREAS OF AEROFLOT'S EMPLOYEE TRAINING



Pilots



Flight attendants

Ground personnel

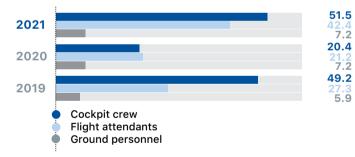


Engineering personnel



Customer Service

Average training hours by category of employees, hours



In 2021, in Aeroflot Aviation School were trained

48.4 \bigcirc thousand employees of the Group **• 167.7** thousand hours in total

In 2021, most of the courses were aimed at improving the existing competencies of cabin and cockpit crew members, flight attendants and front-line personnel of service companies.

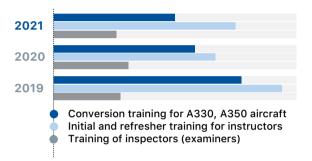
In 2021 48.4 thousand employees of the Group were trained at Aeroflot Aviation School (167.7 thousand hours in total).

In 2021, there were an average of 17.0 hours of training per Aeroflot Group employee. Due to the difficult epidemiological situation worldwide caused by the spread of COVID-19, most of the training courses were transferred online. Nevertheless, all courses or their components requiring hands-on experience in the workplace were delivered in a face-to-face format.

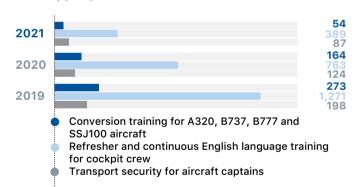
PILOT TRAINING

Aeroflot Group pays particular attention to pilot training. Due to the COVID-19 pandemic, Aeroflot Group had to change its pilot training system. The presence of breaks in flights and instructors' lower workload made it possible to increase the volume of training and advanced training of cockpit crew. Additional classes in core subjects were organised for cockpit crew training members to keep their skills at a high level.

Number of pilots trained at PJSC Aeroflot, people



Number of pilots trained at Aeroflot Aviation School, people





Graduates of civil aviation educational institutions hired by Aeroflot Group are required to take refresher training courses on aircraft operated by the Group, on aviation security, as well as entering service as a co-pilot. To optimise the training process, training sessions are held directly at civil aviation educational institutions in Ulyanovsk, St. Petersburg, Buguruslan, Krasny Kut and Sasov.

When hired, pilots who already have experience flying of aircraft operated by the Group undergo mandatory induction courses in accordance to the established cockpit crew training regulations, as well as training in specifics of international flights and general, technical and aviation English language skills (ICAO Level Four). Aeroflot Group training centres are equipped with cutting-edge simulators to provide training in piloting.

1> 2> 3> 4> 5> 6> 7> 8> 9> Aeroflot Team

150

151

BEST IN TRADE PROFESSIONAL SKILLS COMPETITION

The Best in Trade Contest is held annually by Aeroflot Airlines. This contest is designed to drive professional development of employees and increase their engagement. Winners and contest nominees receive the honorary title of the best in their trade, the highest corporate award, management and team acknowledgment as well as benefits and incentives.



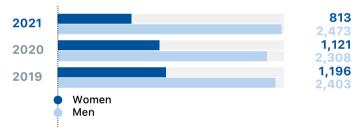
The competition keeps developing dynamically, covering more employee competencies and involving more departments of the Company. In 2021, about 1.0 thousand Company employees representing 40 professions and 21 departments were on the entrants list. The competition was held in six company-wide categories (Top Pilot, Customer Service Idol, Innovator, Top Mentor, Master Mentor and Navigator) and a special creative category My Aeroflot video clip. A total of 106 employees were named the prize winners in 2021, with 46 of them winning the first prize.

It is also important to note that Aeroflot Group participates in federal educational projects. In 2021, PJSC Aeroflot continued to take part in the Apprenticeships 2.0 social project, run as part of the federal project Social Elevators for Everyone under the Education national project. The project was organised by the Autonomous Non-Profit Organisation (ANO) Russia - the Country of Opportunities. In the reporting period, 88 student applications were processed under the Apprenticeships 2.0 project, with 32 of them approved by the Company.

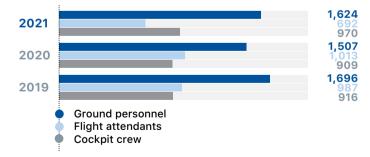
The Group's employees undergo regular performance and career development reviews to determine their level of success. In 2021, a total of 3,286 people were assessed. This figure was 29.5% for cockpit crew, 21.1% for flight attendants and 49.4% for ground personnel. The decrease in the number of women undergoing regular performance and career development reviews in 2021 was due to a decrease in the number of flight attendants and, consequently, the number of evaluations completed.

Number of employees who underwent regular performance and career development reviews. people

By gender¹



By employee category²



Ensuring Flight Safety

2021 KEY HIGHLIGHTS

I TIFR³ **• 0.46**



The health and well-being of its personnel is an absolute priority for Aeroflot Group. The group is focused on ensuring the safety of its employees and contractors. Aeroflot Group's health and safety management system complies with the requirements of Russian laws and industry best practices.

PJSC Aeroflot has introduced an Occupational Health and Occupational safety risks are managed in accordance with Safety Management System developed in accordance with PJSC Aeroflot's unified methodology. The Risk Management the Model Regulations on the Occupational Health and Methodology is the main document regulating the risk management process at Aeroflot. It reflects the basic Safety Management System approved by Order No. 438n of the Ministry of Labour and Social Protection of the Russian principles, approaches and methods of risk management. Federation dated 19 August 2016: Regulations on the Occupational risks management is aimed at ensuring the Occupational Health and Safety Management System. The lives and health of employees in the workplace. Regulations cover aspects of the occupational health and safety management system, including occupational health and safety policy, procedures and the responsibilities of The Company has developed and implemented employees with respect to ensuring occupational health the following local regulations on accidents and and safety. All Aeroflot Group employees are covered by the occupational diseases: occupational health and safety management system.

Number of employees covered by the occupational health and safety management system that passed the internal audit procedure, people



Data include JSC Rossiya Airlines, Aeroflot Aviation School and JSC Sherotel. Other Group companies do not carry out regular performance and career development reviews.



30,951 25,286 26.040

Aeroflot Group's main purpose of the occupational health and safety management system is to create conditions that protect the lives and health of employees. Aeroflot Group companies develop annual objectives for occupational health and safety of their business units and coordinate them with the Occupational Health and Safety Management Department. Typically, the following target indicators are used:

> injury rate;

> no penalties;

> other occupational health and safety indicators.

Regulations on the Investigation, Registration and Recording of Occupational Diseases of **PJSC Aeroflot Employees:**

Guidelines on the Work-Related Accidents **Investigation Procedure in PJSC Aeroflot's** branches and representative offices;

Procedure for Notification of Work-Related Accidents at PJSC Aeroflot:

Procedure for Investigating Work-Related Accidents.

² Data include JSC Rossiya Airlines.

Various health and safety programmes have been provided to Aeroflot Group employees. The training includes special training sessions for all categories of employees and managers of Aeroflot Group companies. Training is provided both in person and online. In 2021, 12,143 PJSC Aeroflot's employees, including blue-collar employees, took health and safety training, which is up 29.5% year-on-year.

The HSE Department prepares a quarterly analysis of workrelated injuries and diseases in the Company, which is sent to the Company's management. Quarterly review data is used by heads of business units to prepare their employees for the spring-summer and autumn-winter periods and to prevent work-related accidents.

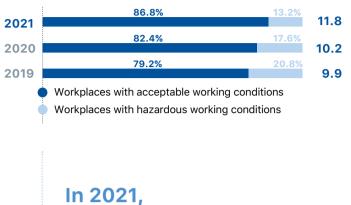
The occupational health and safety management system at Aeroflot's controlled entities is organised similarly.

Aeroflot Group implements various measures to prevent work-related injuries. In particular, Group companies conduct special assessments of working conditions.

At the year-end 2021, assessments of working conditions covered 11.8 thousand workplaces. As a result, 10.2 thousand workplaces were found acceptable and 1.6 thousand having hazardous working conditions. Employees exposed to hazardous working conditions are entitled to additional compensations ranging between 4% to 24% depending on the specific working conditions and the availability of additional leave.

In 2021, the Company had 21 accidents in 2021, up 23.5% year-on-year. The increase in accidents is due to the recovery of airline operations and an increase in the number of operations. Accidents are mainly caused by the carelessness and inattention of Aeroflot Group employees. Most of the cases (90.5%) are minor injuries. All accidents are investigated to establish whether they are workrelated and measures are taken to avoid such incidents in the future.

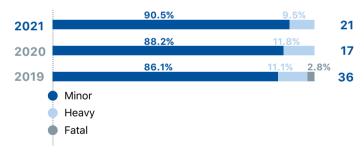
Number of workplaces covered by special assessments of working conditions, Aeroflot Group, thousand units



• 12,143

PJSC Aeroflot's employees, including blue-collar employees, took health and safety training

Number of accidents among Aeroflot Group employees, including a breakdown by severity



Hours worked by Aeroflot Group employees, million hours



Accidents by cause, %

	2019	2020	2021
Carelessness, inattention, haste of victims	55.6	58.8	42.9
Another cause	19.3	17.7	14.3
Adverse weather conditions	5.6	17.6	0.0
Violations of work rules and discipline by an employee	2.8	5.9	23.8
 Other causes, including damage caused by unlawful acts of others 	16.7	0.0	19.0



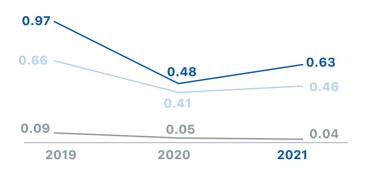


Aeroflot has organised its employee health monitoring. PJSC Aeroflot employees' health monitoring is carried out through mandatory preliminary (upon recruitment) and periodical medical examinations, compulsory psychiatric examinations, pre-trip, post-trip, pre-flight and post-flight examinations and toxicological tests of flight personnel.

A mandatory preliminary medical examination upon recruitment is performed to determine whether candidates' health status fits their job assignment. Mandatory periodical medical examinations are performed for dynamic monitoring of employee health status, timely detection of diseases, initial stages of occupational diseases, early symptoms of harmful and/or hazardous occupational impacts on employee health, formation of occupational disease risk groups; identification of diseases, health-related contraindications

Injury Frequency Rate per 1,000 employees - the number of accidents per 1,000 employees a year (according to GOST R 12.0.010-2009. Occupational Safety and Health Management Systems. Hazard identification and risk assessment). Lost Time Injury Frequency Rate (LTIFR): the number of lost time injury victims divided by the total number of hours worked by all personnel and multiplied by 1 million. Severe Injury Frequency Rate (excluding fatal injuries) - the number of injured in a severe accident divided by the total number of hours worked by all personnel and multiplied by 1 million. Fatal Injury Frequency Rate: the number of fatal accidents divided by the total number of hours worked by personnel and multiplied by 1 million.

Injury rates¹



- Injury Frequency Rate per thousand employees
- Lost Time Injury Frequency Rate (LTIFR)
- Severe Injury Frequency Rate (including fatal injuries)

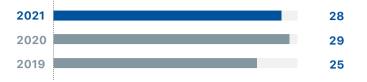
In 2021, Aeroflot Group recorded 28 cases of occupational diseases among employees, down 3.4% year-on-year. All cases are related to hearing disability. There were no fatal occupational disease cases in 2019-2021.

Aeroflot Group airlines take the following measures to prevent and reduce the incidence of occupational diseases among their cockpit crews:

- > control over flight time compliance for all types of aircraft;
- > control over compliance with the timing and duration of regular paid leave in accordance with the approved vacation schedule;

> resort therapy vouchers.

Occupational diseases of Aeroflot Group employees, people



In 2021, a pilot project was successfully implemented in accordance with the Russian Federation Government Decree No. 401 dated 18 March 2021, whereby a control group of Aeroflot pilots who showed early indications of harmful and/or hazardous occupational impacts, underwent preventive treatment at the Social Insurance Fund's rehabilitation centre.

The Medical Centre, a special entity within Aeroflot Group, plays a major role in maintaining employee health and a high level of occupational health and safety. Employees of the medical centre, among other things, perform medical flight expert examination (MFEE) for cockpit crews of Aeroflot Group airlines, pre-flight medical examinations, as well as pre-trip and post-trip examinations of drivers. In 2021, 165.3 thousand cockpit crew pre-flight examinations and 451.9 thousand cabin crew examinations, as well as 135.7 thousand pre- and post-flight checkups for drivers were performed.

Number of pilots and flight attendants covered by MFEE at the medical centre, people





for further employment associated with harmful and/or hazardous working conditions, as well as jobs that require preliminary and recurrent medical checkups (examinations) of employees in order to protect public health, prevent the emergence and spread of diseases; timely preventive and rehabilitative measures aimed at protecting health and vocational rehabilitation of employees; prevention of occupational accidents; early detection of non-medical use of narcotic drugs, psychotropic substances and their metabolites by airline personnel and transport security personnel.

The frequency of periodic medical examinations depends on the types of harmful and/or hazardous occupational exposures or types of work performed.

REDUCING ENVIRONMENTAL Impact

Fuel Efficiency and Greenhouse Gases	160
Noise Pollution	170
Emissions of Air Pollutants	170
Reducing Industrial and Commercial Waste	171
Sustainable Use of Resources	173



REDUCING ENVIRONMENTAL IMPACT



Aeroflot Group pays great attention to reducing its negative impact on the environment. To do this, the Group implements various measures aimed at improving fuel efficiency, reducing greenhouse gas and pollutant

emissions, ensuring responsible waste and resource management. Aeroflot Group companies have adopted a number of corporate documents regulating the Group's activities in these areas.

CLIMATE POLICY



¹ CO₂ – carbon dioxide, CH₂ – methane, N₂O – nitrogen oxide, PFC – perfluorinated compound, HFC – hydrofluorocarbons.

QUALITY AND ENVIRONMENTAL POLIC OF PJSC AEROFLOT

PJSC Aeroflot's Environmental and Quality Policy is aim improving energy efficiency and environmental perform of air transportation of passengers, baggage, mail and

Aeroflot's management guarantees:

- > high level of flight safety and guality of services;
- > establishment and maintenance of an efficient proce management system, including reduction of energy intensity of operations by implementing resource-sa processes and technologies;
- > continuous improvement of the Company's operation focus on customer needs and improved environment performance;
- > regular airline business analysis in order to identify r ways to improve Aeroflot's environmental and quality performance;
- > regular analysis of the airline's performance to ident new ways to improve its environmental performance quality and to make evidence-based decisions;
- > leadership, commitment to PJSC Aeroflot's goals and support of the airline's ethical standards, values and culture;
- > environmental compliance of all PJSC Aeroflot's facilities and operations.



Y	Key programmes			
ned at mance I cargo.	Environmental management system	Certified to ISO 14001		
	Fuel efficiency and cost-cutting programme	Improving fuel efficiency and reducing CO ₂ emissions		
ess aving	PJSC Aeroflot's Energy Saving and Environmental Performance Programme until 2030	Lower environmental footprint through reducing fuel consumption and GHG emissions		
ons to ntal	Corporate GHG emission management system	CO ₂ emissions monitoring and accounting across the entire route network		
new :y	GHG Offset Programme	Online CO ₂ emission calculator		
tify e and				

The environmental management systems of PJSC Aeroflot and JSC Aeromar are certified to ISO 14001. The environmental management system, which is implemented in accordance with the requirements of ISO 14001:2015, ensures improvement of the Company's environmental performance.

Aeroflot Group's environmental protection costs. RUB million



PJSC Aeroflot's environmental fees, **RUB** million



Fuel Efficiency and Greenhouse Gases

FUEL EFFICIENCY

Managing fuel efficiency is one of Aeroflot Group's top priorities. The use of modern aircraft reduces fuel consumption. Increased aircraft capacity, optimal load factors for flights and optimised routes help improve fuel efficiency and, thus, reduce the environmental footprint.

Aeroflot has a fuel efficiency and cost-cutting programme in place. Every year the programme is approved to include measures aimed at saving fuel.

FUEL CONSUMPTION

In 2021, aviation fuel consumption increased by 34.8% due to air traffic recovery after the 2020 decline caused by the COVID-19 pandemic. At the same time, specific fuel consumption per revenue passenger kilometres fell by 10.4% to 28.0 g/RPK. This is accounted for by an increase in the passenger load factor to 80.3%. Specific fuel consumption per revenue tonne-kilometre also decreased in 2021 and amounted to 272.5 g/TKM (down 8.0% year-onyear due to increased cargo transportation and improved commercial load.

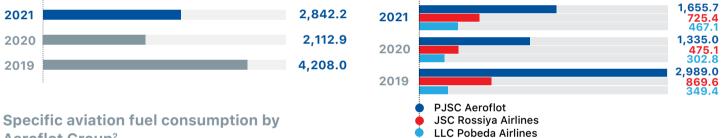
FUEL QUALITY

161

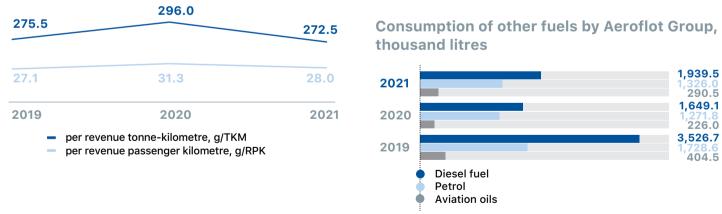
In the reporting period, Aeroflot Group improved its aviation fuel quality control procedures. A new technology was introduced to test aviation fuel during maintenance operations to detect any microbial contamination. In 2021, the process that used to take several days was accelerated significantly by using state-of-the-art analytical equipment.

The airline purchased the latest HY-LiTE 2 System, which can detect microbial contamination in fuel in just 1 hour right in the field. This innovation will speed up the aircraft maintenance and return to service processes.

Aviation fuel consumption by Aeroflot Group¹, thousand tonnes



Specific aviation fuel consumption by Aeroflot Group²



Including APU fuel consumption on the ground.

FUEL EFFICIENCY AND COST-CUTTING PROGRAMME

In order to improve fuel efficiency and reduce CO₂ emissions Aeroflot Group implements an annual fuel efficiency and cost-cutting programme. The programme includes the following activities:

 \rightarrow introducing standard volumes for refueling aircraft;

- minimising the difference between projected and actual revenue loads in airports of departure;
- aircraft centre-of-gravity control;
- Streamlining the procedure for obtaining an engine start and takeoff clearance from taxiways;

- \bigcirc optimal use of the auxiliary power units;
- Iower fuel consumption through reducing water supplies on board;
- use of ground systems for pre-flight air conditioning and heating of aircraft cockpit and cabins;
- improving aircraft aerodynamics through surface washing;
- improving engine efficiency through ramjet duct cleaning.

160

The key priority of fuel procurement is ensuring timely and uninterrupted fuel supply to Aeroflot Group's aircraft while maintaining high flight safety and maximising fuel pricing efficiency. Aviation fuel procurement optimisation activities are controlled by a standing commission for fuel efficiency, a task force for long-term aviation fuel supply strategy development and an operations control team.

At Aeroflot Group level, fuel procurement terms are determined by agency agreements. PJSC Aeroflot compiles a consolidated order covering the demand of all the Group companies and initiates fuel procurement processes. This fuel procurement system optimises aviation fuel expenses through large volume purchases. PJSC Aeroflot settles accounts for supplied fuel directly with its suppliers.

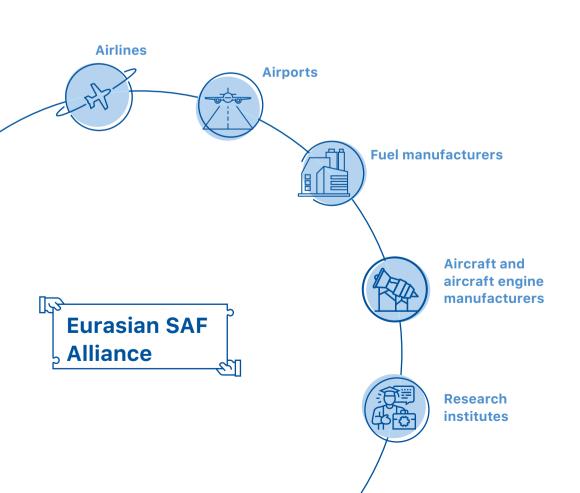
Aviation fuel consumption, Aeroflot Group airlines, thousand tonnes

EURASIAN SAF ALLIANCE

Being fully aware of Aeroflot Group's responsibility to take climatepositive actions, PJSC Aeroflot co-founded the Sustainable Aviation Fuel (SAF) Alliance in December 2021. Eurasian SAF Alliance is an inclusive ecosystem open to all companies across SAF production chain.

The Alliance aims to promote SAF production and use in the Russian market. Alliance members believe that sustainable aviation fuels have the potential to deliver a major contribution to gradual reduction of the air transport's environmental impacts in the long run.

SAF VALUE ECOSYSTEM **IN RUSSIA**



IS SAF? SUSTAINABLE

162

163

WHY

SAF?

AVIATION FUEL (SAF) are renewable aviation fuels that meet

WHAT ARE THEY MADE OF?

SAF can be made from renewable sources such as vegetable oils, waste oils or fats, agricultural waste, etc.

SAF chemical composition and physical properties remain similar to conventional fuels, allowing SAF to be blended with conventional fuels without significant changes in aviation processes.



An aircraft fueled with sustainable fuel goes on a flight and discharges a minimum amount of carbon dioxide into the air

A blend is delivered to the airport to refuel the aircraft

SAF must be blended with conventional aviation fuel into a so-called blend before it can be used in aircraft

> Ready-to-use sustainable fuels are transported to the warehouse



Up to 80% reduction of GHG emissions compared to fossil

Reduction of emissions of particulate matter and sulfur dioxide into air.

SAF is made from bio-

waste or other non-food materials (plants and algae) grown specifically for such purpose

Materials suitable for the production process are transported to the production

Materials are sorted and prepared for processing

Prepared materials are used to produce sustainable fuels



SAF

165

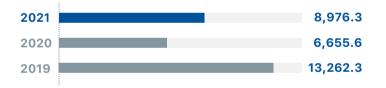
GREENHOUSE GAS EMISSIONS

PJSC Aeroflot has a corporate GHG emission management system in place including a CO₂ emission monitoring across its entire route network.

CO₂ emissions are reported in accordance with national standards and the methodology adopted by the EU Emissions Trading System (EU ETS). In accordance with the EU ETS requirements, PJSC Aeroflot passes CO₂ emission verification audit every year. The last regular audit was successfully completed in May 2021.

In 2019, PJSC Aeroflot undertook to comply with ICAO's Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), which calls for the monitoring, reporting and verification (MRV) of GHG emissions from international flights by aircraft operators and, as of 2027, CO₂ emission compensation obligations. In 2020, PJSC Aeroflot's report on CO₂ emissions was verified for the first time in accordance with CORSIA requirements. The annual verification of the emissions report was successfully completed in May 2021.

GHG emissions from Aeroflot Group air transportation¹, thousand tonnes CO₂

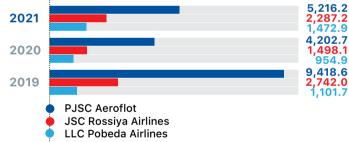


Specific GHG emissions from air transportation by Aeroflot Group



per revenue passenger kilometre, g/RPK

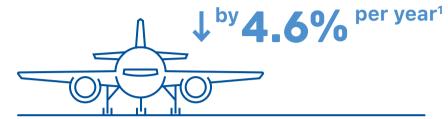
GHG emissions from Aeroflot Group airlines, thousand tonnes CO



REDUCING THE CARBON FOOTPRINT OF AEROFLOT GROUP AIRCRAFT

MODERN AND FUEL-EFFICIENT AIRCRAFT

Fleet renewal allowed to reduce specific CO₂ emissions





AIRCRAFT PAYLOAD

Aircraft payload is improved by rationing fuel and water refilling operations, improving the accuracy of commercial load estimations, and by improving aircraft payload on cargo charter flights.



9.3



PRE-FLIGHT PROCEDURES

ASU and ground-based air conditioning and cabin heating facilities are used.

AERODYNAMIC PROPERTIES



thousand tonnes of fuel per year over 5 years³



Aircraft and engine are washed regularly.

0

Average annual emission reduction rate (g CO₂/RPK) from 2005 to 2021.

SAVING AN

AVERAGE OF

According to equipment manufacturers (e.g., Winglets: a tip-top solution for more efficient aircraft | Airbus).

³ Data for PJSC Aeroflot for the period from 2017 to 2021.

Direct GHG emissions from air transportation, which account for 99% of Aeroflot Group's total direct emissions, are taken into account.

thousand tonnes of fuel per vear over 5 vears³

thousand tonnes of fuel per year over 5 years³



ROUTES

STRAIGHTENING Reduced fuel costs due to shorter travel times

SHARKLETS AND WINGLETS Special wing modification reduces fuel consumption by



IMPROVED PASSENGER LOAD FACTOR

The optimal number of passengers per flight reduces CO, emissions per passenger.

AEROFLOT GROUP'S PASSENGER LOAD FACTOR IS

80.3%



USE OF PAPERLESS FLIGHT DECK SOLUTIONS AND CREW TABLET

Tablets are used instead of paper to save the payload and conserve natural resources

Ο

educing Environmental Impact

166

167

REDUCING CO, EMISSIONS

In 2008, PJSC Aeroflot launched its Energy Saving and Environmental Performance Programme. From 2008 to 2021, Aeroflot Group's revenue tonne-kilometres increased by 277.3%, with fuel consumption growth of only 129.2%, indicating a gradual reduction of fuel consumption per each tonne-kilometre performed by the Group airlines, due to ongoing measures to increase fuel efficiency. In 2021, there was a recovery in performance figures after the sharp decline in 2020 caused by the COVID-19 pandemic (at the end of 2019, Aeroflot Group's tonne kilometres growth was 454.7%, fuel consumption growth was 238.6% vs. 2005).

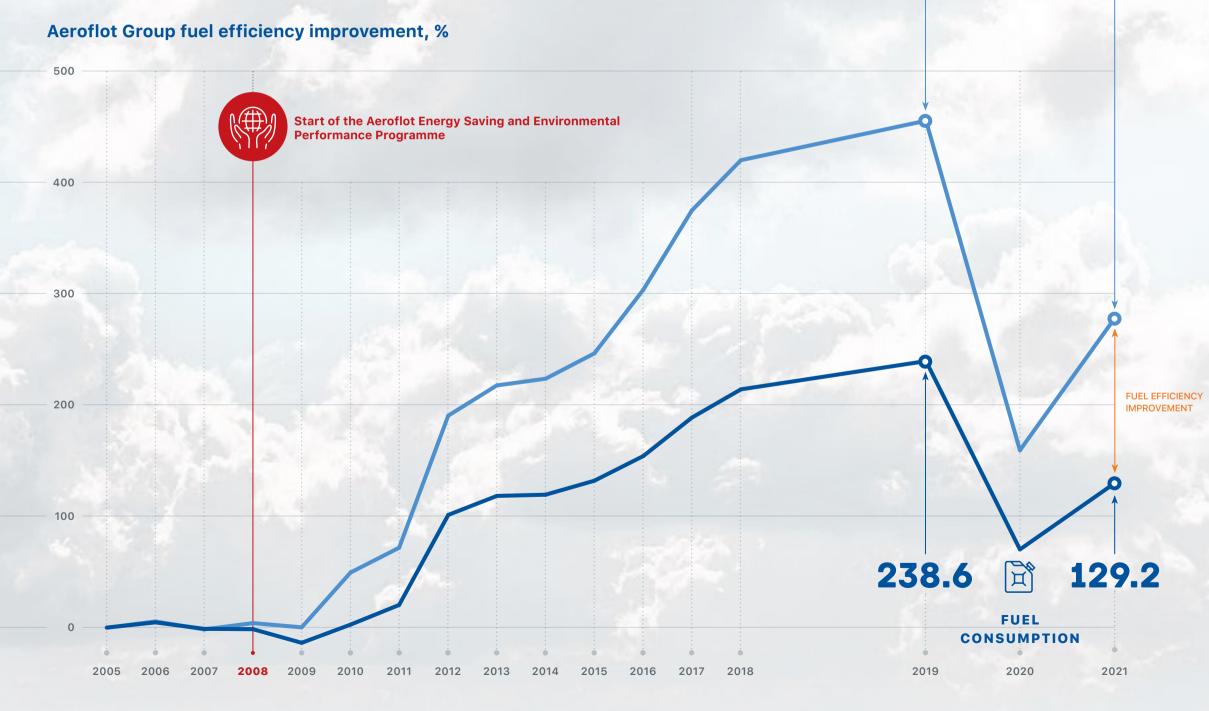
2019

454.7

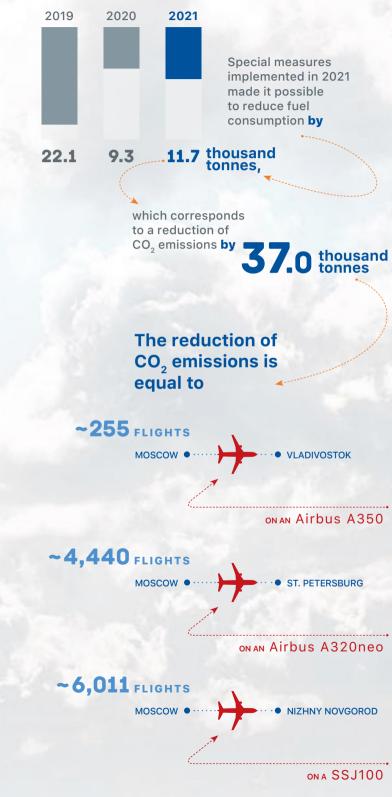
TONNE KILOMETRES

2021

277.3

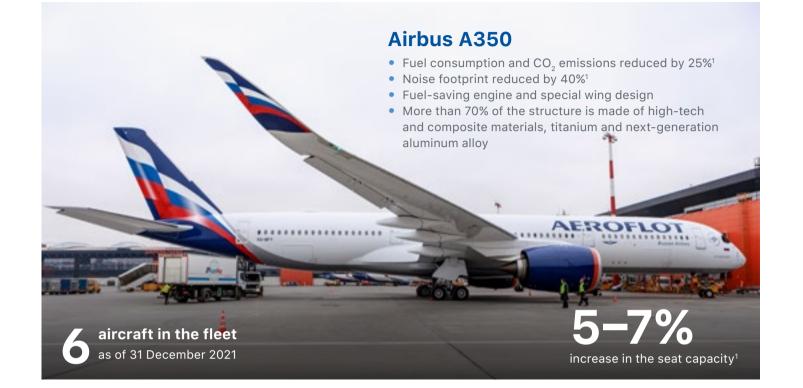


Fuel saved due to the implementation of Aeroflot Airlines' fuel efficiency and costcutting programme, thousand tonnes



169

New environmentally-friendly aircraft in the fleet



MOSCOW - SOCHI

141 kg Airbus A330-300

MOSCOW - MURMANSK

133 kg Airbus A320

Airbus A320neo/A321neo

- Fuel consumption and CO₂ emissions reduced by 20%¹
- New generation engine
- The wings of the aircraft are fitted with special winglets – Sharklets
- The structure is made using composite materials and next-generation aluminum alloy

ASPOIDAOT

.............



Survey of the Local Division of the

CREW TABLET INITIATIVE

- Currently, about 3.3 thousand Aeroflot Airlines cabin crew members are provided with tablets, with an estimated total of 5.5 thousand tablets available for distribution among cabin crew members (coverage rate - 59.1%).
- > The coverage rate among senior flight attendants and flight attendants with a business class clearance is 100%.
- Crew Tablet fully replaces traditional paper processes for the purposes of the applicable laws, regulations, standards and agreements.
- Crew Tablet Initiative may save about 11.1 million sheets of A4 paper over the covered period.

Compared to the previous-generation aircraft.

CO, EMISSIONS PER PASSENGER²



121 kg Airbus A350-900

1.446 KM

98 kg Airbus A320neo

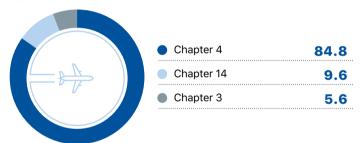


Noise Pollution

Today, noise pollution is a consequential negative impact of air transportation on the environment. Understanding this and sharing its responsibility for the environment, Aeroflot Group continuously seeks to reduce this negative impact.

Aeroflot Group airlines manage noise pollution according to ICAO international standards. In accordance with these standards and national requirements, Aeroflot Group continuously monitors noise pollution generated by ground facilities and aircraft in the sanitary protection zones. 100% of the Group's aircraft are compliant with ICAO's noise standards.

Aeroflot Group's aircraft compliance with ICAO noise standards as of 31 December 2021. %



As required by supervisory authorities, noise levels (at control points) and pollutant emissions are measured annually, with the engagement of an accredited laboratory. The measurement data are used to prepare a report to be submitted to the competent agencies of the Federal Service for Supervision of Natural Resources and the Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing. Measurements are taken in accordance with the monitoring schedules provided in the design documentation for the sanitary protection zones.

As of 31 December 2021, Aeroflot Group's entire fleet was compliant with ICAO's noise and emissions standards.

In addition, Aeroflot Group seeks to optimise its route network and roll out new piloting techniques to reduce noise pollution and cut emissions from aircraft engines. Aeroflot Group operates one of the youngest fleets globally.

Emissions of Air Pollutants

STATIONARY SOURCES

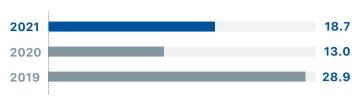
In PJSC Aeroflot, emissions from stationary sources are estimated based on the year-end total operating time of each stationary source. The same approach to managing pollutant emissions is applied in the controlled entities of PJSC Aeroflot.

Emissions from stationary sources are emissions generated during auxiliary processes. The 'dirtiest' sources are diesel hot air generators used for heating the hangars, as well as uninterrupted power supply diesel generator sets (DGS). To reduce the negative impact on the environment during adverse weather conditions, when the lack of wind and the temperature contribute to increased concentrations of pollutants, the Company has developed action plans to limit the operation of such sources. In 2021, there were a total of four instances when adverse weather conditions in the Sheremetyevo - Melkisarovo area were announced and the DGSs and hot air generators were not operated.

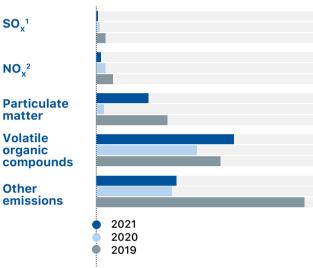
The Company carries out regular maintenance of diesel generator sets, hot air generators, spray paint booths and paint preparation stations, with timely replacement of filters and adjustment of operating parameters to reduce emissions into the environment.

In 2021, pollutant emissions from stationary sources increased by 43.8% to 18.7 tonnes due to increased operating time of such sources. Such increase in pollutant emissions mainly involved particulate matter and volatile organic compounds. However, the figure was still lower than in 2019.

Emissions from stationary sources, tonnes



Air emissions from stationary sources by pollutant, tonnes



To minimise air pollution, Aeroflot Group regularly takes an inventory and records of stationary sources of pollutant emissions and implements measures to reduce such emissions.

PARTICIPATION IN CARBON DISCLOSURE PROJECT (CDP) SCORING

Aeroflot has been participating in the international CDP scoring for years. In 2021, the international rating agency upgraded Aeroflot's environmental rating from D to C, recognising the successful efforts of Aeroflot management to improve the environmental performance of air transportation and to reduce the carbon footprint.

171

170

Sulphur dioxide Nitrogen oxides.

Reducing Industrial and Commercial Waste

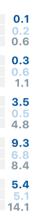
13.0 Aeroflot Group supports the Russian Government's strategy for the comprehensive development of an efficient waste 28.9 management system in Russia in order to reduce the environmental impacts.

> The Group is setting up proper industrial waste collection sites and waste sorting stations, with the collected waste handed over for disposal or treatment. The Group regularly inspects areas and sites for temporary storage of industrial waste and tracks industrial and commercial waste volumes and movement. The Group submits all the required reporting documents to environmental authorities.

> Maintenance units have arranged for daily condition monitoring of waste collection sites and areas to prevent the negative impact of potential petroleum product spills and industrial waste on the environment.

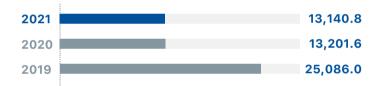
> Used materials collected from aviation equipment maintenance, as well as unused materials past expiry date, including oils, lubricants, chemical materials, spare parts, tires, metal and non-metal structural elements, system components and other aviation equipment are rated as Hazard class 1-4 waste. The Company's maintenance facilities store most of these waste types in a separate dry storage within the aerodrome's controlled area for further handing over for disposal. Part of liquid waste representing a mixture of oil waste is accumulated in special tanks located at JSC MASH's designated sites. As and when waste is accumulated, it is handed over for disposal to JSC Environmental Services Plant under the existing contract.





The total waste produced in 2021 remained the same as in 2020 and amounted to 13,140.8 tonnes. Class 5 and 4 waste (i.e., nearly non-hazardous and low-hazardous wastes), which includes such types of waste as scrap metal, work clothes, paper and cardboard, discarded computer equipment, non-ferrous metals, contaminated metal containers, cleaning waste, aircraft cabin waste, etc., accounted for 99.0% of the total waste generated by Aeroflot Group. Class 1-3 waste (i.e., hazardous waste), which includes such types of waste as fluorescent and mercury-containing lamps, lead and nickel-cadmium batteries, uninterruptible power supplies, waste oils, spray paint booth filters, automotive and aviation filters (oil and fuel), etc., accounted for only 1.0% of the total waste generated. The increase in class 3 waste in 2021 was due to an increase in the aircraft maintenance activities performed by LLC A-Technics and due to the recovery of operations from the restrictions caused by the COVID-19 pandemic.

Total waste of Aeroflot Group, tonnes



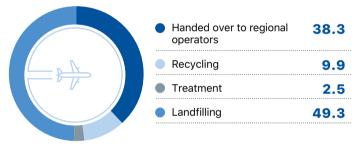
Total waste of Aeroflot Group by hazard class, 2021, %

Hazard Clas
Hazard Clas
Hazard Clas

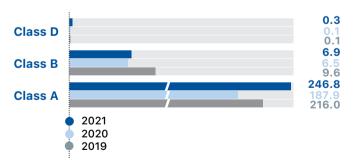
ss 5 52.9 ss 4 46.1 sses 1 to 3 1.0 Total waste by hazard class, Aeroflot Group, tonnes

Hazard class	2019	2020	2021
1	3.3	2.3	2.7
2	5.8	30.7	6.7
3	2,539.6	73.3	119.0
4	10,364.7	6,230.9	6,065.1
5	12,172.6	6,864.3	6,947.3
Total	25,086.0	13,201.6	13,140.8

Waste management by disposal method in 2021, Aeroflot Group, %



PJSC Aeroflot's Medical Centre waste¹, tonnes



Waste management by disposal method, Aeroflot Group, tonnes

Method	2019	2020	2
Handed over for recycling	2,040.8	984.5	1,2
Handed over for treatment	3,216.4	446.8	3
Handed over for landfilling	13,948.4	6,781.6	6,4
MSW handed over to the regional operator	5,880.5	4,988.6	5,0
Total	25,086.0	13,201.6	13,1

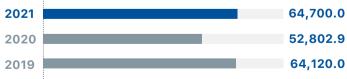
The same approach to waste management is applied in the controlled entities of PJSC Aeroflot.

No critical industrial spills were registered in Aeroflot Group in 2021.

Sustainable Use of Resources

Aeroflot Group is committed to sustainable use of resources, including water, electricity, heat, paper, etc., by its companies.

Electricity consumption by Aeroflot Group, MWh



Medical waste: class A (epidemiologically safe wastes, wastes close in composition to solid household waste), class B (epidemiologically hazardous wastes), class D (toxicologically hazardous wastes of Hazard classes 1-4).

173



297.4

330.3

483.6

029.5



64,700.0 52,802.9



Aeroflot Airlines' Office – Melkisarovo

PJSC AEROFLOT'S ENERGY SAVING MEASURES IN 2021

Upgrade of the energy and heat supply systems of buildings and structures.

Reconstruction of the lighting system of PJSC Aeroflot's facilities located in Moscow and near Sheremetyevo airport. A total of 779 light fixtures were replaced in 2021.

Operation of an automated commercial electricity metering system based on Alpha CENTER software.

175

PJSC AEROFLOT'S MEASURES TO REDUCE HEAT LOSSES IN 2021

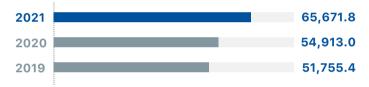
In 2021, PJSC Aeroflot:

- > overhauled the exterior heating mains, the exterior heating network, the internal heating system of the buildings, and sealed the gaps between walls and window frames;
- replaced windows in the offices, installed air ducts in the rooms:
- > replaced five heat supply stations' automatic control systems with energy efficient ones.

Aeroflot Group companies implement a number of initiatives to reduce electricity consumption. For example, in 2021, JSC Sherotel installed photo sensors, time relays, LED lamps as part of its energy conservation programme.

In 2021, heat consumption was 65,671.8 Gcal, up 19.6% from 2020. Growth of heat consumption in 2021 is related to putting a new aircraft maintenance hangar of LLC A-Technics into operation.

Heat consumption by Aeroflot Group, Gcal



Gas consumption by Aeroflot Group¹, thousand m³





A-Technics Hangar

Data include LLC A-Technics

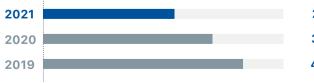


Rossiya Airlines Office

Aeroflot Group also seeks to purchase paper from responsible suppliers. The following requirements are se purchased paper:

- > compliance with the environmental requirements of GOST 57641-2017 and GOST 58106-2018;
- > certification to the Forest Stewardship Council (FSC) EU Ecolabel environmental standards.

Total purchased paper², tonnes



² Data exclude LLC Pobeda Airlines (no accounting data is available) ³ For ground-based facilities, net of aircraft water consumption.

et for	Aeroflot Group is committed to sustainable water use and reducing negative impact on waterbodies. PJSC Aeroflot monitors treatment performance and the quality of wastewater and surface water discharged by the treatment facilities of PJSC Aeroflot's offices in Melkisarovo on a monthly basis.		
and	Aeroflot Group timely discloses all the required environmental data on the use of water resources to environmental authorities.		
	The same approach to water management is applied in controlled entities of PJSC Aeroflot.	the	
273.1			
352.1	Water consumption ³ , thousand m ³		
415.4	1		
	2021	339.4	
	2020	297.2	
	2019	418.5	

SAFETY MANAGEMENT

178

Aviation and Transportation Security Flight Safety Information Security and Cybersecurity

SULAK CANYON, REPUBLIC OF DAGESTAN, RUSSIA



SAFETY MANAGEMENT

2021 KEY HIGHLIGHTS

● 99.974%

Aeroflot Group flight safety level





Aeroflot Group airlines SAFA ratio

Aviation and Transportation Security

Aviation security is a key priority for Aeroflot Group. The Group focuses on fostering a robust aviation and transportation safety culture and protecting passenger and employee health through liaising with airport security services, airlines and law enforcement authorities.

Aeroflot Group's flight safety level meets the requirements of the applicable laws and regulations in Russia and any other jurisdictions where the Group's airlines operate, as well as the requirements of ICAO and IATA standards. Aeroflot Group has an automated aviation security management system in place, providing information about real-time aviation security system status. In response to the COVID-19 pandemic, an Epidemiological Situation Monitoring module was introduced

within our aviation safety management system in 2020 to provide real-time monitoring of the epidemiological situation across destinations.

Aeroflot Group pays special attention to preventing flight disruptions by passengers with invalid travel documents. In the reporting period, duty shifts of the Travel and Transportation Documents Control Department prevented 1.7 thousand violations, which could have resulted in a significant amount of fines totalling USD 6.8 million, and prevented 2.9 thousand passengers from travelling, for reasons related to coronavirus restrictions in foreign countries.

AEROFLOT AIRLINES' SNIFFER DOGS SERVICE

To improve aviation security, the Group continues to develop the sniffer dogs service of PJSC Aeroflot. Aeroflot Airlines' sniffer dogs service was established in 2001.

20 years of operation of Aeroflot's own sniffer dogs service by 2021

28 employees

69 hounds in Aeroflot's sniffer dogs service

In 2021, the Expert Committee of the Ministry of Agriculture of the Russian Federation granted Aeroflot an exclusive patent to breed the Shalaika jackal-dog hybrid.

Dogs are trained to use their olfactory¹ capability for detecting explosive devices and explosives at airports, aircraft and other facilities. To maintain a high level of safety in the context of the spread of the novel coronavirus

JACKAL AND NENETS HERDING LAIKA ARE THE BREEDS USED TO **CREATE THE HYBRID.**



Sharp instinct, modesty, nonaggressiveness are the main traits that make this breed perfect for the task of standing guard of Aeroflot aviation security.



Sniffing out and detecting explosives is the primary mission of sniffer dogs at Aeroflot.

RUNWAY SURFACE CONDITION MONITORING

In 2021, Aeroflot became the first Russian airline to introduce the Braking Action Computation Function (BACF) technology by Airbus and NAVBLUE to monitor the runway surface conditions in real time.

During landing, runway surface conditions data is automatically transmitted from the aircraft to pilots and dispatchers.

In 2021, LLC A-Technics, an Aeroflot Group company providing aircraft maintenance and repair services, once again successfully passed the planned audit by the European Aviation Safety Agency (EASA) for compliance with Part 145 (aircraft maintenance) certification requirements.

The audit included an inspection of the production, storage and office premises of the Company's hangar facilities at Moscow Sheremetyevo Airport, a verification of business units' activities and staff qualifications, and review of the Company's documents. The results confirmed that EASA requirements were met.

infection, specialists from the Company's sniffer dogs service trained sniffer dogs to recognise the smell of infected human samples. The screening method was developed with support from the Pirogov National Medical and Surgical Centre, the Central Research Institute for Epidemiology of the Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing, the State Research Centre of Virology and Biotechnology VECTOR and LLC Tecleor.

Flight Safety

Flight safety is Aeroflot Group's key and absolute priority. PJSC Aeroflot has in place the Safety Management Committee, which analyses flight safety risks and develops measures to enhance flight safety and prevent aviation incidents. One of the key tasks of the Committee is to assess risks across the Aeroflot's core operations:

> flight operations;

> aircraft maintenance;

- > ground handling;
- > passenger safety on board;
- > flight navigation support;

> cargo operations;

> flight safety.

In 2021, four meetings of the Safety Management Committee were held to address such issues as the status of, and risks associated with, flight safety, operation of the Aviation Safety Reporting System and the progress in the implementation of previous resolutions.

Olfactory capability is the ability to track scents.

181

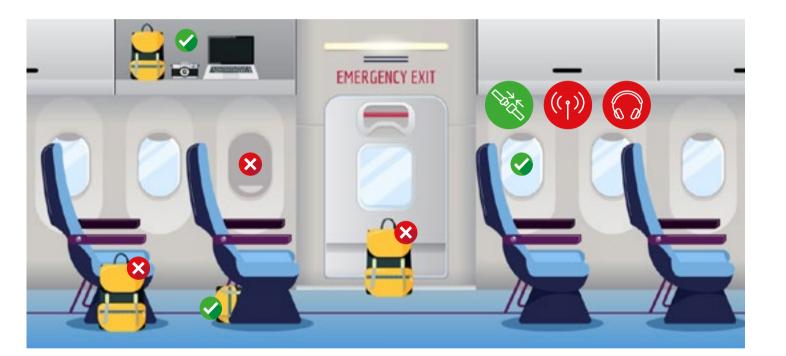
Separately, the Safety Management Committee evaluated crew shortages and safety risks associated with interruptions in the pilots' work due to the spread of the coronavirus infection. The risk assessment revealed that the Company takes efficient measures to reduce the impact of unfavourable epidemiological conditions on flight safety. The Company monitors that pilots do not have long gaps between flights by uniformly scheduling flight hours. Regular remote guidance sessions with pilot instructors as well as additional training sessions were organised for pilots.

Rossiya and Pobeda Airlines have their own units responsible for aviation security and flight safety, with PJSC Aeroflot performing a coordinating and supporting function for the subsidiaries. It is also worth noting that each Aeroflot Group airline has published flight rules (such as baggage rules, pre-flight inspection rules, rules of onboard behaviour, etc.) on its website. Compliance with these rules helps the Group's airlines provide quality and safe services to all customers.

In the reporting period, the SAFA ratio was 0.29 for Aeroflot Airlines, 0.32 for Rossiya Airlines, 0.00 for Pobeda Airlines and 0.28 for the Group as a whole. The ratio is below the established blacklist threshold for the programme¹ (Ratio ≤ 2), as well as within the permissible range according to the requirements of Aeroflot Group itself (Ratio ≤ 0.95).

In the reporting period, SAFA inspectors conducted six inspections of Pobeda Airlines and did not report any faults, assigning a SAFA ratio of 0. In 2021, the ratio for Aeroflot and Rossiva Airlines and the Group as a whole decreased, driven by resumed air travel in the European region and an increase in the share of inspections performed with no faults.

Emergency rules for passengers safety





During take off and landing large or weighting more than 1 kg electronic devices should be turned off and put away, incl. laptops/netbooks.

Flight safety level (FSL) is assessed using a special integrated indicator calculated as the number of aviation incidents (taking account of their overall flight safety impact) to fleet flight hours. As at the year-end 2021, the ratio was 99.974%, with some improvement against 2020.

Flight safety level for Aeroflot Group airlines, %



PJSC AEROFLOT'S FLIGHT SAFETY

To minimise the risks associated with bird strikes Company:

- > ensured the implementation of the Federal Air Transportation Agency recommendations;
- > held three joint meetings on aviation ornitholog Sheremetyevo airport;
- > performed daily inspections of Sheremetyevo airfield for managing bird hazards in cooperati JSC MASH:
- > carried out inspections of wildlife managemen equipment and advanced technical means at Sheremetyevo airport;
- > performed an expert wildlife research togethe representatives of the A.N. Severtsov Institute Ecology and Evolution of the Russian Academy Sciences;
- > carried out recording and analysis of all cases of aircraft collisions with birds regardless of th consequences for the aircraft, and completed and sent completed reporting forms to the Flic Safety Inspection Department of the Federal A Transportation Agency.

¹ Airlines with a SAFA ratio poor enough to be blacklisted may be subject to sanctions by EUROCONTROL.



Y IMPR	OVEMENT ACTIVITIES IN 2021
s, the	To minimise the risks associated with atmospheric

r	electricity hazards, the following measures are implemented:
ogy at	 detailed analysis and informing cockpit crew about incidents related to aircraft damage by atmospheric (static) electricity;
airport's	 monitoring of cockpit crew competencies on preventing the impacts of static electricity on aircraft;
nt	 particular attention is paid to the study of flight operations in the zones with potential atmospheric electricity hazards when training cockpit crew;
er with e of y of	 all required meteorological information is taken into account when planning flight routes. All meteorological information is continuously monitored by duty forecasting officer.
s he I ght Air	

1> 2> 3> 4> 5> 6> 7> 8> 9> Safety Management

FLIGHT SAFETY MANAGEMENT SYSTEM DEVELOPMENT

In 2021, PJSC Aeroflot took the following measures to ensure further implementation of the flight safety management system, including:

- introducing amendments to PJSC Aeroflot's Flight Safety Policy;
- > introducing amendments to the Regulations on the Safety Management Committee:
- > participating in the group headed by the Federal Air Transport Agency in charge of revising the Decree of the Government of the Russian Federation No. 1215 dated 18 November 2014 On Procedure for Development and Application of Aircraft Flight Safety Management Systems, as well as Collection and Analysis of Data on Hazard and Risk Factors Endangering the Safety of Civil Aircraft, Storage and Exchange of these Data:

- > participating in seminars on flight safety;
- > participating in the review of draft regulatory documents on safety management sent by the Russian Association of Air Transport Operators:
- > completing a study on the potential development of a model to forecast airline event frequency in PJSC Aeroflot's operating conditions. The study will result in creating a reliable model for forecasting aircraft event frequencies based on the existing database. The study will identify drawbacks/limitations of the existing information base and provide recommendations for the development of existing information systems and databases:
- > preparing for an operational safety audit (IOSA).

• 1989 PJCS Aeroflot ioined IATA

● 2003

the IOSA International Operational Safety Audit Programme was created

2005

Aeroflot was audited for the first time, becoming the first IOSA operator in Russian civil aviation

IOSA OPERATIONAL ACTIVITIES AUDIT

In 2021, PJSC Aeroflot successfully passed an operational audit for compliance with the requirements of the IATA Operational Safety Audit (IOSA) standard. The audit was focused on the analysis of management processes and responses to external changes that could potentially affect the sustainability of the airline's operations, compliance with legal requirements for processing and protecting personal data, as well as compliance with anti-epidemic procedures as recommended by IATA (for example, using protective equipment for Company personnel and passengers, disinfection of aircraft, organising medical cargo flights).



The audit resulted in the extension of PJSC Aeroflot's IOSA certificate and operator status until October 2023.





In 2021, Rossiva Airlines earned the highest position among domestic airlines, entering the top 50 in the ranking of the safest airlines in the world compiled by the authoritative German Jet Airliner Crash Data Evaluation Centre (JACDEC).

Aeroflot Group airlines were inspected by the Federal Air Transportation Agency and the Federal Service for Supervision of Transport (Rostransnadzor). As a result of inspections for compliance with the requirements of the Federal Aviation Regulations, safe air carrier status was confirmed.



Over 6,400



redundant inspections were avoided thanks

to a single IOSA audit programme



COMBATING AVIOPHOBIA

Aeroflot Group cares not only about the physical safety of its passengers, but also about their mental health by taking part in efforts to reduce aviation phobia. Aviophobia is the most common phobia in the world, with one in ten people suffering from it. This disorder is caused by thinking errors and, thus, cognitive behavioural therapy is considered the most effective method of treatment. Thus, Rossiya Airlines partnered with the Association for Cognitive Behavioural Psychotherapy to implement an assistance programme for people with aviophobia. The programme includes remedial courses that provide participants with the information about the nature of this disorder and methods of coping with it, as well as practicing their skills with special simulators. Participants of the programme can also talk to operating pilots of Rossiya Airlines, its flight attendants and members of ground services.



Information Security and Cybersecurity

DIGITAL TRANSFORMATION STRATEGY

In December 2021, the Board of Directors of PJSC Aeroflot approved Aeroflot's digital transformation strategy. The strategy defines further digitalisation development trends for Aeroflot and a number of its subsidiaries until and including 2024. The strategy incorporates the digital transformation goals of the Russian transportation industry and the Group's corporate strategy, and is aimed at achieving the following strategic objectives:

- > increasing consumer satisfaction with the digital experience;
- > continuously improving efficiency and environmental performance through digital technology;
- > increasing additional revenues through digital services and new business models;
- > ensuring the Company's independence from imports.

Continuously improving efficiency and Ð environmental performance through digital technologies

Aeroflot Group cares about the confidentiality of its customers' and employees' data, as well as the safety of trade secrets. The information security activities are carried out comprehensively within the regulatory, technical and administrative functions. The Group operates in line with Russian laws and the Policy on Processing of Personal Data of Employees developed in accordance with the EU General Data Protection Regulation, international standards, as well as the requirements of the SkyTeam alliance.

AEROFLOT GROUP'S KEY IT SYSTEMS

B		B	2 B
	Aeroflot website, including mobile Web check-in	$\hat{\rho}$	Corpo progr
	Mobile app	Ą	Loyal agen
\bigcirc	Customer loyalty management system	25	Elect
	Big Data		Tax m
\square	E-commerce platform		
₽ P	Single payment solution		Cargo accou
.⊳:	Onboard internet and entertainment systems		Disclo inves



orate loyalty ramme

Ity programme for ts

ronic customs aration of aircraft

nonitoring

o agent's personal unt

osure website for stors and shareholders



- MRO management system
- CrewTabs (SITA)

IVR platform for the call centre

SAP ERP

(((•)))

ŝ

 $\left[\begin{array}{c} \partial \\ \partial \end{array} \right]$

552

£

Я ЧК

Revenue accounting system

Electronic document flow and electronic digital signature system

Executive dashboard

Electronic Flight Bag (EFB)

Airport resource management system at the base airport

In order to ensure uninterrupted operation of PJSC Aeroflot and protection against cyber attacks:

1> 2> 3> 4> 5> 6> 7> 8> 9> Safety Management

- > threats are monitored and information security incidents are promptly responded to;
- > procedures for controlling user access to PJSC Aeroflot's information systems are implemented;
- > compliance with confidentiality and information security requirements is monitored, including in view of the mass transfer of employees to remote work in 2021;
- > measures are taken to comply with the requirements of Russian laws on personal data. The standing Commission on Compliance with the Requirements for Processing and Protecting Personal Data was established, and internal audits of business units are conducted;
- > legislation is constantly monitored, and internal regulations on information protection are developed and updated.



To address data breaches, Aeroflot performs its risk assessment; investigates the causes, develops and implements response measures in the event of an incident. The Company is monitoring customer and employee access to information systems, including in view of the partial transfer of employees to remote work mode.

The Group actively implements administrative and technical measures to ensure personal data security.





Definition and classification of security threats



Implementing an authorisation system of access to information resources for users and service personnel

- Protection against unauthorised access (access) control, registration and accounting, integrity assurance, cryptographic protection)
- Antivirus protection
- > Retrospective analysis in case of incidents; analysis of the protection rate

PJSC AEROFLOT'S INTERNAL DOCUMENTS REGULATING PERSONAL DATA **CONFIDENTIALITY AND SECURITY**

- > Guidelines on Protecting Personal Data During Their Processing at PJSC Aeroflot
- > PJSC Aeroflot's Privacy Policy regarding personal data protection

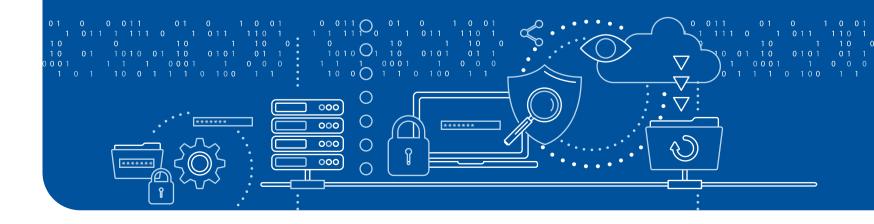
https://www.aeroflot.ru/ru-en/booking/privacy_policy

- > The Company's Standard on Information Security and Ensuring the Security of Information Systems
- > Regulations on Providing User Access to Information **Systems**
- > Instruction for users working on a personal computer within and beyond the corporate network of PJSC Aeroflot

The personal data protection system is integrated into the general information security system of PJSC Aeroflot and operates within the scope of PJSC Aeroflot's control.

PJSC Aeroflot's counterparties that process personal data in accordance with existing treaties and agreements, take measures to protect personal data by its own means, unless otherwise specified.

A similar set of documents regulating personal data confidentiality and security has been developed in controlled entities of PJSC Aeroflot.



186

187

ADMINISTRATIVE MEASURES



Ensuring the protection of information sites hosting protected information systems



Complying with information security requirements while designing protection systems



Quality assessments of information protection tools

TECHNICAL MEASURES

- Ensuring secure interworking
- Detection of intrusions, targeted attacks, etc.
- Implementation of unified user access control technology by unique account

APPENDICES

Appendix 1. List of Aeroflot Group Companies Covered by the Information Disclosure Secti	on
of this Report	19
Appendix 2. Report Compliance with the GRI Standards and the UN Sustainable	
Development Goals	1
Appendix 3. Task Force on Climate-Related Financial Disclosures	19
Appendix 4. Documents on Sustainable Development and Corporate Governance	20
Appendix 5. Terms and Abbreviations	2
Contact Information	

the state



APPENDICES

Appendix 1. List of Aeroflot Group Companies Covered by the Information Disclosure Section of this Report

Company name	Type of activity	Stake as of 31 December 2021, %
PJSC Aeroflot	Domestic and international air carriage of passengers, baggage, cargo and mail, and provision of aviation services, including services for passengers and baggage	100
JSC Rossiya Airlines	Domestic and international air carriage of passengers, baggage, cargo and mail, and provision of aviation services, including services for passengers and baggage	74.9999
LLC Pobeda Airlines	Domestic and international commercial air carriage of passengers, baggage, cargo and mail, in line with the Air Code and other civil aviation laws and regulations of the Russian Federation, the Company's internal regulations, and duly issued airline licenses	100
LLC A-Technics	Maintenance and repair of Russian and foreign-made aircraft	LLC Aeroflot – Finance – founder ¹
JSC Aeromar	Production and supply food for in-flight catering, in-flight shopping service, aircraft cleaning and outfitting	51
JSC AeroMar-DV Production and supply of food and drinks for in-flight catering		JSC Aeromar owns a 51% stake in the share capital of JSC Aeromar-DV
Aeroflot Aviation School	Training services including those for flight attendants	100
JSC Sherotel	Hotel accommodation services and services in luxury lounges at airports	100

Appendix 2. Report Compliance with the GRI Standards and the UN Sustainable Development Goals

Indicator	Indicator description	SDGs	Information/Report Section	Page
GENERAL STA	NDARD DISCLOSURES			
102-1	Name of the organisation		Aeroflot Group	
102-2	Activities, brands, products, and services		Appendix 1. List of Aeroflot Group Companies Covered by Information Disclosure Section in this Report	24–27, 190
102-3	Location of headquarters		1 Arbat Street, Moscow, Russian Federation	
102-4	Location of operations		Section 1. About the Company	26–31
102-5	Ownership and legal form		Section 1. About the Company	24–27, 190
102-6	Markets served		Section 1. About the Company	30–31
102-7	Scale of the organisation		Section 1. About the Company	30–31
102-8	Information on employees and other workers	8, 10	Section 6. Aeroflot Team	120–128
102-9	Supply chain		Section 2. Approach to Sustainability	46-48
102-10	Significant changes to the organisation and its supply chain		There were no significant changes in the reporting period	
102-11	Precautionary Principle or approach		Governed by the precautionary principle, PJSC Aeroflot seeks to prevent any potential environmental harm	
102-12	A list of externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses		Section 2. Approach to Sustainability	45
102-13	Membership of associations (e.g. industry associations) and/or national and international advocacy organisations		Section 2. Approach to Sustainability	45
102-14	Message from the Chairman of the Board of Directors and the Chairman of the Management Board		Letter from the Management Board	5

¹ PJSC Aeroflot's stake in LLC Aeroflot – Finance is 99.9999%.

ndicator	Indicator description	SDGs	Information/Report Section	Page	Indicator	Indicator description	SDGs	Information/Report Section	Page
02-15	Key impacts, risks, and opportunities		Section 2. Approach to Sustainability	49–55	102-53	Contact point for questions regarding the report or its		Contact information	206
02-16	Values, principles, standards, and norms of behaviour	16	Section 1. About the Company	11	102-54	Claims of reporting in		About the Report	
02-18	Governance structure		Section 2. Approach to Sustainability	40-41		accordance with the GRI Standards			
02-40	List of stakeholder groups		Section 2. Approach to Sustainability, Stakeholder Engagement	61–64	102-55	GRI content index		Appendix 2. Report Compliance with the GRI Standards and the UN	191–199
02-41	Percentage of total employees covered by collective bargaining agreements	8	Section 6. Aeroflot Team	145	102-56	External assurance		Sustainable Development Goals External assurance of the report was	
02-42	The basis for identifying and selecting stakeholders		Section 2. Approach to Sustainability, Stakeholder Engagement	61–64				not obtained during the reporting period	
02 42				61 64	Management a		[
02-43	The organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group		Section 2. Approach to Sustainability, Stakeholder Engagement	01-04	103-1	Explanation of the material topic and its boundaries		Section 1. About the Company Section 2. Approach to Sustainability Section 3. Our Response to COVID-19 Section 4. Economic Development of	6–187
02-44	Key topics and concerns raised as part of stakeholder engagement		Section 2. Approach to Sustainability, Stakeholder Engagement	61–64	Section 5. Social Initiatives Section 6. Aeroflot Team				
02-45	Entities included in the consolidated financial statements		Appendix 1. List of Aeroflot Group Companies Covered by Information Disclosure Section in this Report	190				Impact Section 8. Safety Management	
02-46	Defining report content and topic boundaries		About the Report		103-2	Management approach and its components		Section 1. About the Company Section 2. Approach to Sustainability Section 3. Our Response to	6–187
02-47	List of all material topics identified in the process for defining report content		About the Report	2–3				COVID-19 Section 4. Economic Development of Russia and its Regions Section 5. Social Initiatives	
102-48	Restatements of information		A separate ESG Report is published for the first time. There were no restatements during the reporting period					Section 6. Aeroflot Team Section 7. Reducing Environmental Impact Section 8. Safety Management	
102-49	Changes in reporting		A separate ESG Report is published for the first time. About the Report		103-3	Evaluation of the management approach		Section 1. About the Company Section 2. Approach to Sustainability Section 3. Our Response to	6–187
02-50	Reporting period		About the Report					COVID-19 Section 4. Economic Development of	
102-51	Date of most recent report		The 2020 Annual Report with a section on sustainable development was published on 29 June 2021					Russia and its Regions Section 5. Social Initiatives Section 6. Aeroflot Team Section 7. Reducing Environmental	
02-52	Reporting cycle		About the Report					Impact Section 8. Safety Management	

Indicator	Indicator description	SDGs	Information/Report Section	Page
MATERIAL T	OPICS			
Economic				
Economic Perf	ormance			
201-3	Defined benefit plan obligations and other retirement plans		Section 6. Aeroflot Team	141
Market Presen	се			
202-2	Proportion of senior management hired from the local community	8	Section 6. Aeroflot Team	130
Indirect Econo	mic Impacts		'	
203-1	Infrastructure investments and services supported	5, 9, 11	Section 5. Social Initiatives	98–117
203-2	Significant indirect economic impacts	1, 3, 8	Section 5. Social Initiatives	98–117
Anti-corruptio	n	·		·
205-1	Operations assessed for risks related to corruption	16	Risks related to corruption are assessed and managed by the Company as part of its overall risk management system. Section 2. Approach to Sustainability	51–54
205-2	Communication and training about anti-corruption policies and procedures	16	Section 2. Approach to Sustainability	56–58
205-3	Confirmed incidents of corruption and actions taken	16	No cases of corruption were reported in 2021	
Environment	al			
Energy				
302-1	Energy consumption within the organisation	7, 8, 12, 13	Section 7. Reducing Environmental Impact	160–161, 173–175
302-3	Energy intensity	7, 8, 12, 13	Section 7. Reducing Environmental Impact	173–174
302-4	Reduction of energy consumption and initiatives	7, 8, 12, 13	Section 7. Reducing Environmental Impact	173–174
302-5	Reductions in energy requirements of products and services	7, 8, 12, 13	Section 7. Reducing Environmental Impact	173–174

Indicator	Indicator description	SDGs	Information/Report Section	Page
Emissions				
305-1	Direct GHG emissions	3, 12, 13, 14, 15	Section 7. Reducing Environmental Impact	164–169
305-2	Energy indirect GHG emissions	3, 12, 13, 14, 15	Section 7. Reducing Environmental Impact	164–169
305–4	GHG emission intensity	13, 14, 15	Section 7. Reducing Environmental Impact	164–169
305–5	Reduction of GHG emissions	13, 14, 15	Section 7. Reducing Environmental Impact	164–169
305–7	Nitrogen oxides (NO _x), sulphur oxides (SO _x) and other significant air emissions	3, 12, 14, 15	Section 7. Reducing Environmental Impact	171
Waste				•
306–1	Waste generation and significant waste-related impacts	3, 6, 11, 12	Section 7. Reducing Environmental Impact	172–173
306–2	Management of significant waste-related impacts	3, 6, 8, 11, 12	Section 7. Reducing Environmental Impact	172–173
306–3	Waste generated	3, 6, 11, 12, 15	Section 7. Reducing Environmental Impact	172–173
306–5	Waste directed to disposal	3, 6, 11, 12, 15	Section 7. Reducing Environmental Impact	172–173
Environmental	Compliance			·
307–1	Non-compliance with environmental laws and regulations	16	During the reporting period, there were no significant fines or non- financial penalties imposed for non- compliance with environmental laws and regulations.	
Social				
Employment				
401–1	Total number and percentage of new hires and employee turnover by age group, gender and region	5, 8, 10	Section 6. Aeroflot Team Employee turnover is disclosed only by gender and employee category	131
401–2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	3, 5, 8	Section 6. Aeroflot Team	141–145
401-3	Parental leave	5, 8	Section 6. Aeroflot Team	146–147

1> 2> 3> 4> 5> 6> 7> 8> 9> Appendices

196

Indicator	Indicator description	SDGs	Information/Report Section	Page
Labour/Manag	ement Relations			
402-1	Minimum notice period regarding operational changes, and whether it is defined in the collective bargaining agreement	8	The minimum notice period regarding operational changes for the organisation is established in accordance with the requirements of the Labour Code of the Russian Federation	
Occupational H	Health and Safety			
403-1	Occupational health and safety management system	8	Section 6. Aeroflot Team	151
403-2	Hazard identification, risk assessment and incident investigation	8	Section 6. Aeroflot Team	151
403-3	Occupational health and safety services	8	Section 6. Aeroflot Team	151
403-4	Worker participation, consultation and communication on occupational health and safety	16	Section 6. Aeroflot Team	152
403-5	Worker training on occupational health and safety	8	Section 6. Aeroflot Team	152
403-6	Promotion of worker health	3	Section 6. Aeroflot Team	136
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	8	Section 6. Aeroflot Team	152
403-8	Workers covered by an occupational health and safety management system	8	Section 6. Aeroflot Team	152
403-9	Types and rate of work-related injuries	3, 8, 16	Section 6. Aeroflot Team	152–153
403-10	Work-related ill health	3, 8, 16	Section 6. Aeroflot Team	154
Training and E	ducation			
404-1	Average hours of training per year per employee	8	Section 6. Aeroflot Team Training hours are disclosed only by employee category	148
404-2	Programmes for upgrading employee skills and transition assistance programmes	8	Section 6. Aeroflot Team	149

Indicator	Indicator description	SDGs	Information/Report Section	Page
404-3	Percentage of employees receiving regular performance and career development reviews	5, 10	Section 6. Aeroflot Team	150
Diversity and E	Equal Opportunity			
405-2	Ratio of basic salary and remuneration of women to men for each employee category, by significant locations of operation	5, 8, 10	Section 6. Aeroflot Team	140
Non-discrimin	ation			
406-1	Incidents of discrimination and corrective actions taken	5	Section 6. Aeroflot Team	141
Human Rights	Assessment			
412-1	Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments		During the reporting period, no human rights reviews were conducted in the Company's units	
412-2	Total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained		No human rights training was held during the reporting period	
Local Commur	ities	·		
413-1	Units that implement local community engagement, impact assessments and development programmes		Section 4. Economic Development of Russia and its Regions	91–92
Supplier Socia	Assessment			
414-1	Percentage of new suppliers that were screened using social criteria	5, 8, 16	During the reporting period, the Company did not screen suppliers using social criteria	

5, 8, 10	Section 6. Aeroflot Team	140

5	Section 6. Aeroflot Team	141

During the reporting period, no human rights reviews were conducted in the Company's units	
No human rights training was held during the reporting period	

5, 8, 16	During the reporting period, the Company did not screen suppliers using social criteria	
----------	---	--

199

Appendix 3. Task Force on Climate-Related Financial Disclosures

Item No.	Recommendations	Covered by the Report
1	Governance The organization's governance around climate-related risks and opportunities	Section 2. Approach to Sustainability: Sustainability Management Section 2. Approach to Sustainability: Risk Management
2	Strategy The actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning, if this information is material	Section 2. Approach to Sustainability: Risk Management
3	Risk Management The processes used by the organization to identify, assess, and manage climate-related risks	Section 2. Approach to Sustainability: Risk Management
4	Metrics and Targets The metrics and targets used to assess and manage relevant climate-related risks and opportunities if this information is material	Section 2. Approach to Sustainability: Risk Management

Indicator	Indicator description	SDGs	Information/Report Section	Page
Customer Hea	Ith and Safety			
416-1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement		Section 8. Safety Management	178
Customer Priv	асу			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	16	Section 8. Safety Management	184–187
Socioeconomi	c Compliance	·		
419-1	Non-compliance with laws and regulations in the social and economic area	16	During the reporting period, there were no significant fines or non- financial penalties imposed for non- compliance with social and economic laws and regulations	

Appendix 4. Documents on Sustainable Development and Corporate Governance

- Responsible Supply Chain Statement under RD-GD-024. Guidelines on Audit Programme Management (PJSC Aeroflot Order No. 73 dated 10 March 2022);
- Occupational Health and Safety Policy under RI-GD-195A. Regulations on the Occupational Health and Safety Management System (PJSC Aeroflot Order No. 180 dated 28 June 2021);
- RK-GD-001. Guidelines on Integrated Quality Management System of PJSC Aeroflot (PJSC Aeroflot Order No. 70 dated 5 March 2022);
- 4. RD-GD-024. Guidelines on Audit Programme Management (PJSC Aeroflot Order No. 73 dated 10 March 2022);
- RI-GD-287A. Code of Corporate Ethics of PJSC Aeroflot (Minutes of the Board of Directors No. 21 dated 31 May 2019);
- RKp-GD-001. Anti-Corruption Policy of Aeroflot Group (Minutes of the Board of Directors No. 7 dated 20 December 2021);
- RKp-GD-005. PJSC Aeroflot's Privacy Policy regarding personal data protection (PJSC Aeroflot Order No. 26 dated 10 February 2021);
- RKk-GD-001. Concept of Economic Security of PJSC Aeroflot (PJSC Aeroflot Order No. 21 dated 02 February 2021);
- Quality and Environmental Policy of PJSC Aeroflot under RK-GD-001. Guidelines on Integrated Quality Management System of PJSC Aeroflot (PJSC Aeroflot Order No. 70 dated 5 March 2022);
- Climate Policy of PJSC Aeroflot (PJSC Aeroflot Order No. 78 dated 15 March 2022);
- 11. RI-04-214. Sustainability Reporting Regulations;
- 12. Aeroflot Group's 2020 Report on Implementation of the Long-Term Development Programme and Key Performance Indicators;

- 13. Innovative Development Programme of Aeroflot Group;
- 14. RI-805-055A. Mentoring Regulations of PJSC Aeroflot;
- 15. Collective Bargaining Agreement of PJSC Aeroflot;
- RI-GD-195A. Regulations on the Occupational Health and Safety Management System of PJSC Aeroflot (PJSC Aeroflot Order No. 180 dated 28 June 2021);
- RI-GD-072F. Regulations on the Investigation, Registration and Recording of Occupational Diseases of PJSC Aeroflot Employees (PJSC Aeroflot Order No. 220 dated 13 June 2019);
- RI-GD-007S. Guidelines on the Work-Related Accidents Investigation Procedure in PJSC Aeroflot's branches and representative offices (PJSC Aeroflot Order No. 210 dated 17 June 2020);
- 19. RI-GD-015S. Procedure for Notification of Work-Related Accidents at PJSC Aeroflot (PJSC Aeroflot Order No. 179 dated 14 May 2020);
- 20. DP-12-010. Procedure for Investigating Work-Related Accidents;
- 21. RD-GD-029. Guidelines on Protecting Personal Data During Their Processing at PJSC Aeroflot (PJSC Aeroflot Order No. 113 date 28 April 2021);
- 22. STO IB 31.0. The Company's Standard on Information Security and Ensuring the Security of Information Systems (PJSC Aeroflot Order No. 236 dated 16 July 2020);
- 23. RI-GD-079. Regulations on Providing User Access to Information Systems (PJSC Aeroflot Order No. 54 dated 17 February 2022);
- 24. RI-07-1280. Instruction for users working on a personal computer within and beyond the corporate network of PJSC Aeroflot.

Appendix 5. Terms and Abbreviations

Aeroflot Group is the Public Joint Stock Company Aerofl Russian Airlines and its controlled entities;

Airport Council International (ACI) is a global trade association of airports that represents the collective interests of airports to promote aviation industry best practices;

An open-end contract is an employment agreement to hire an employee on a full-time or part-time basis for an indefinite period;

Benefits provided to full-time employees are benefits the are not provided to temporary or part-time employees. These may include life insurance, voluntary health insu injury compensation, etc;

CDP (Carbon Disclosure Project) is an international non profit organisation that seeks to raise public awareness climate change and environmental damage and to incretransparency of disclosure of environmental impacts by corporate and public sectors by collecting and publishin environmental indicators as well as by compiling ranking The organisation pays particular attention to greenhous emissions, water security and forest management;

Code of Ethics training is all types of professional traini and briefings (including distance learning programmes) covering a system of rules or ethical principles of decer behaviour in accordance with ethical principles and valu and governing the behaviour of the Company's employe This training does not include hands-on training by the manager in the workplace;

Collective bargaining agreements are binding agreement governing social and labour relations in an organisation are executed by employees and the employer represent through their representatives. These agreements can b negotiated at the industry, country, regional, organisation workplace level;

Controlled entity is a legal entity that is directly or indir controlled by PJSC Aeroflot;

Corruption is the abuse of official position, giving/accept bribes, abuse of authority, commercial bribery or any ot illegal use of a natural person of his official provisions contrary to the legitimate interests of society and the st in order to obtain benefits in the form of money, valuable

201

flot –	other property or property services, other property rights for themselves or for third parties, or illegal provision of such benefits to a specified person by other individuals;
	EASA (European Aviation Safety Agency) is a European agency responsible for ensuring safety of air travel, an agency of the European Union dedicated to regulating and carrying out tasks in the field of civil aviation security;
n	Emergency situation is a situation in a particular area, which has developed as a result of accidents, calamities, natural or other disasters, which can cause loss of life, damage to
hat	human health and the environment, considerable financial losses and disrupted living conditions;
rance, 1-	Employee hours worked is an indicator used to calculate specific sustainability indicators (e.g., LTIFR injury frequency rate);
s of ease y the ing	Employees are individuals in employment relationships with PJSC Aeroflot or one of its controlled entities;
igs. se gas	Environment is the natural environment in which the organisation operates, including the Earth, subsoil, soils, surface and ground water, atmospheric air, flora, fauna and other organisms, as well as the atmospheric layer and near-
ing)	Earth space;
nt ues, ees. e line	ESG (environmental, social, governance) is activities in the sphere of environmental protection, social performance and corporate governance.
nts 1 that ted	Executives are the CEO, First Deputy CEO for Operations, Deputy Chief Executive Officers, Chief Accountant, heads of business units of PJSC Aeroflot, managers and heads of business units of controlled entities and persons temporarily acting as executives;
on or	Fixed-term contract is an employment contract for a fixed term which expires after a certain period of time or upon completion of a specific task/project;
ectly	Full-time employment is a full-time employee as defined on
pting ther	the basis of working hours in accordance with national laws and customary practice (e.g. national laws may define full- time employment as at least nine months per year or at least 40 hours per week);
tate Iles,	Greenhouse gas emission is the total weight of greenhouse gases in tonnes of CO_2 -equivalent, emitted into the atmosphere in a certain period of time;

203

Greenhouse gas is a gaseous component of the atmosphere, both natural and anthropogenic, that absorbs and emits radiation within the thermal infrared range from the Earth's surface, atmosphere and clouds;

GRI Standards are the Global Reporting Initiative standards for voluntary application by organisations when preparing ESG reports. The standards offer a list of indicators that can be used for such reporting;

IATA (International Air Transport Association) is an international association for the world's airlines. IATA enables member airlines to manage their revenues using ICCS;

ICAO (International Civil Aviation Organisation) is an international civil aviation body, a specialised United Nations agency responsible for developing international standards and coordinating development of civil aviation to improve its safety and efficiency;

IOSA (IATA Operational Safety Audit) is an acronym and short name for an internationally recognised operational safety evaluation system designed to assess a company's organisation and operational management and control systems. IOSA certification is provided by six independent auditing firms;

ISO 14001 is an international standard that sets out the criteria for an environmental management system to be certified to;

ISO 14064 is an international standard with requirements and guidance at the organisational level for quantification and reporting of greenhouse gas emissions and removals;

ISO 22000 is an international standard containing the requirements for a food safety management system and can be certified to it.

ISO 26000 Guidance on Social Responsibility is a guide on the principles of social responsibility, the major themes and issues related to social responsibility, and methods for integrating socially responsible conduct into organisational strategies, systems, practices and operations;

ISO 26000 is an international standard providing guidance on defining and integrating social responsibility into a production system as well as improving operational efficiency;

ISO 9001 is an international standard that specifies requirements for a quality management system and can be used by organisations for their in-house needs, as well as for certification or contracting purposes;

Local population is the population of the territory belonging to the Russian Federation irrespective of its ethnicity and cultural features;

Local suppliers are organisations or individuals that supply products or services to the reporting organisation and are registered in the same country/region;

Lost Time Injury Frequency Rate (LTIFR) is the number of lost time injury victims divided by the total number of hours worked by all personnel and multiplied by 1 million (an indicator recommended by GRI Standards for non-financial reporting);

Maternity leave is granted to employees upon their request and under a duly issued sick leave certificate for the duration of 70 calendar days before childbirth (84 calendar days in case of a multiple pregnancy) and 70 calendar days after childbirth (86 calendar days in case of a complicated childbirth and 110 calendar days when two or more children are born) with payment of the state social insurance benefit in the amount established by the federal laws;

Mentoring is the process of transferring certain professional knowledge and skills by an experienced employee (mentor) to a new and/or less experienced employee (mentee) at the workplace to adapt and familiarise the employee with the job (position) specifics, standards and operational procedures, as well as with the company's corporate culture;

Minor accident is an accident that is not classified as severe according to the Procedure for Determining the Severity of Health Injuries as a Result of Work-Related Accidents;

Non-staff personnel are employees working under a civil-law contract (CLC);

Occupational disease is a chronic or acute ailment of the insured which is caused by exposure to a harmful industrial factor (factors) and resulted in a temporary or permanent loss of professional ability to work;

Parental leave is granted upon an employee's request. An employee is granted a leave to care for a child until the age of three. The procedure and terms for the payment of state social insurance benefits during this leave are determined by the federal laws. Parental leave can be used in full or in parts by the child's father, grandmother, grandfather, other relative or guardian, who actually takes care of the child;

Part-time employment is a form of employment that carries fewer hours per week than a full-time job;

Personal data is information that relates to a directly or indirectly defined or identifiable individual (the subject personal data), which can be provided to other parties;

Regular performance and career development review is evaluation of employee performance, which is performe at least once a year when employees are aware of it. Bo the employee and his supervisors need to be aware of the assessment criteria. The assessment process may invol the employee's immediate supervisors, other employees the same level or a more general staff. HR personnel ma also participate in the assessment.

Report is a non-financial report / ESG report of Aeroflot Group (may be submitted as part of the annual report o separate document);

Severe accident is an accident that is classified as seve according to the Procedure for Determining the Severity Health Injuries as a Result of Work-Related Accidents;

SkyTeam is one of the largest global airline alliances;

Small and medium-sized enterprises are companies registered in accordance with the laws of the Russian Federation and complying with the requirements set in Part 1.1, Article 4 of the Federal Law No. 209-FZ dated 24 July 2007 (as amended on 27 December 2019) On the Development of Small and Medium Enterprises in the Russian Federation (as amended and supplemented effective from 01 January 2020);

Special Assessment of Working Conditions (SAWC) is a single set of measures to identify harmful and/or hazard factors of the occupational environment and operating process and assess their impact on employees with due consideration of deviation of their actual values from th standards (hygienic standards) of working conditions ar personal and collective protective equipment used by employees as established by the federal executive body authorised by the Government of the Russian Federation

Stakeholders are individuals and legal entities or groups of individuals (employees, customers, local communities investors, shareholders, etc.) involved to varying degree the activities of the organisation, which affect the results of the organisation and/or are influenced by it;

	Sustainable Development Goals (SDGs) are a collection
of	of 17 interlinked goals, which were set up in 2015 by the United Nations General Assembly and are designed to be a "blueprint to achieve a better and more sustainable future
an ed	for all";
th	Sustainable development is development that meets the
he	needs of the present generation without compromising the
ve	ability of future generations to meet their own needs;
s at	
ау	Talent pool is a group of managers and specialists with professional knowledge, work experience and organisational skills that comply with the qualification requirements, occupational standards for talent pool candidates for
r as a	top management positions, who have been selected and received special targeted training as required to fill vacancies in top management positions;
re	
y of I,	The Anti-Corruption Charter of Russian Business is a document signed by four major Russian business unions on 21 September 2012: the Chamber of Commerce and Industry of the Russian Federation, the Russian Union of Industrialists and Entrepreneurs, the All-Russia Public Organisation Business Russia, the All-Russian Non-Governmental Organisation of Small and Medium Business OPORA RUSSIA. The Charter outlines anti-corruption programmes and practices to be implemented both in companies' internal operations and in relations with stakeholders; Waste is divided into five hazard classes depending on the degree of its negative impact on the environment in
dous	accordance with the criteria established by the federal executive authority responsible for state regulation of environmental protection:
e e	> Class I – extremely hazardous waste;
nd	 Class II – highly hazardous waste;
/ n;	> Class III – moderately hazardous waste;
6	> Class IV – low-hazardous waste;
s, es in	V class – practically non-hazardous waste;

Contact Information

Aeroflot Group to feedbacks from all stakeholders. We review and closely analyse stakeholders' feedbacks on our sustainability activities.

Please use the contact information below to share your views or ask questions about the ESG Report.

E-mail: ESG@aeroflot.ru